

West Yorkshire Combined Authority
Corporate Plan 2024–25



West
Yorkshire
Combined
Authority

Tracy
Brabin
Mayor of
West Yorkshire



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Mayor's foreword

It is an honour and a privilege to have been re-elected by the people of West Yorkshire to serve a second term as Mayor.

My re-election was an endorsement of the vision, priorities, and strategies we have adopted over the last three years.

We are proving that devolution is working. Our work is improving people's lives because they are being made closer to the communities we serve.

With a second mayoral term, we must now take this further and prove that we are not only putting in place the policies and strategies that will drive forward our region, but delivering on the plans that will make a real-world difference.

We need to deliver

Deliver bus franchising. Deliver Mass Transit. Deliver a Local Growth Plan. Deliver Home Energy West Yorkshire. Deliver new affordable homes. Deliver improved skills. Deliver better access to culture and sport for all.

These ambitions will not all be achieved in the next year, over the period of this Corporate Plan.

We will continue to make progress to fulfil our ambitions this year, setting the tone for the those that follow.

As an organisation, we are growing. We are ready to take on new responsibilities, new funding, and new powers.

And we are ready to deliver on the priorities of West Yorkshire and make life better for the people who live, work and visit our region.

Tracy Brabin
Mayor of West Yorkshire



Chief Executive's foreword

The Combined Authority has come a long way in the last ten years. Created in 2014 from the teams from the West Yorkshire Passenger Transport Executive and Local Enterprise Partnership. It is now the statutory organisation that supports the Mayor and works with the five West Yorkshire Leaders to deliver sustainable and inclusive economic growth for the people of West Yorkshire.

Since the first Mayoral election in 2021, we have laid the foundations for long-term projects such as bus franchising, the housing retrofit (Better Homes) programme and mass transit in West Yorkshire.

We have continued to deliver. We have built new affordable homes, developed a new skills and training system, invested in safer streets, with a particular focus on improving the safety of women and girls, supported buildings to become more energy efficient and boosted our high-growth creative sector.

Partnership is at the very core of how the Combined Authority works. The majority of our projects are delivered with or by our partners. At the heart of this are the five West Yorkshire local authorities, the housing associations, the higher and further education sectors, business representative groups and the private sector. It is through these partners that we continue our focus on delivering outcomes for West Yorkshire.

Our key ambitions over this coming year include:

- Launching a one stop shop to help people to make their homes energy-efficient, alongside delivering more social housing retrofits and a new scheme for buying solar power.
- Achieving more with greater decision-making and powers, to help us use the resources we have from Central Government more efficiently and effectively.
- A new West Yorkshire Local Growth Plan, tied to new ways to support and deliver business and economic growth, as well as a long-term infrastructure plan for the region.
- A major consultation on our plans for Mass Transit, and work to prepare for launching the first phase of our franchised bus network in the coming years.
- Skills and training will help people benefit from these new opportunities. We'll support over 50,000 adult learners, join up the job support system and make it easier for employers to engage with schools and colleges.

We need to undertake these, and more, at pace and scale. That means changing how we work and becoming an even more agile and adaptable organisation. It's a challenging and exciting time as we create a brighter, better West Yorkshire.

Ben Still
Chief Executive
West Yorkshire Combined Authority

Our vision and missions

Launched in 2023, the **West Yorkshire Plan** sets out our shared vision of creating a brighter West Yorkshire that works for all, alongside our five key missions up to 2040.

The Plan was co-produced with our partners, including five local authorities, Committee members, business groups, universities, and other stakeholders.

Our Corporate Plan outlines our contribution to the West Yorkshire Plan missions. This year we will continue to embed the Plan into our ways of working.



The West Yorkshire Plan

A brighter West Yorkshire that works for all



A prosperous West Yorkshire
– an inclusive economy with well paid jobs



A happy West Yorkshire
– great places and healthy communities



A well-connected West Yorkshire
– a strong transport system



A sustainable West Yorkshire
– making lives greener



A safe West Yorkshire
– a region where everyone can flourish

The Mayor of West Yorkshire, Combined Authority Board and West Yorkshire Business Board



Professional Services
Network event in Leeds

Mayor of West Yorkshire

Tracy Brabin was re-elected as Mayor of West Yorkshire in May 2024. Supported by Alison Lowe OBE as Deputy Mayor for Policing and Crime, Tracy is a strong champion for the region. As Mayor, Tracy uses her devolved powers alongside the leaders of our five local authority partners to help make West Yorkshire a better place to live for all. She ensures that our communities are represented and that the voice of the people of West Yorkshire is heard at a national level, influencing Government decisions.

West Yorkshire Combined Authority

Our work to deliver improved outcomes for the people of West Yorkshire is led by the Combined Authority. With the Mayor as its chair, the Board brings together the five local authorities of Bradford, Calderdale, Kirklees, Leeds, and Wakefield, working in partnership with the West Yorkshire Business Board and City of York Council. The Combined Authority:

- Has a set of statutory duties for public transport, and operates a number of transport facilities and services
- Provides business growth services, adult skills provision and careers advice in schools services
- Delivers transport, housing and regeneration capital programmes

Our officers support the delivery of key priorities, programmes and projects that contribute to the vision and missions of the West Yorkshire Plan. Priorities and activities for the coming year are outlined in the following sections.

Private sector engagement

Led by the Business Advisor to the Mayor, the Business Board brings together local businesses and community leaders with experts from multiple sectors, including manufacturing, professional services and the arts. Representing the view of the private sector, the Board ensures that local businesses remain fundamental to decision-making and delivery at the Combined Authority and have the support and opportunities they need to thrive.

The Mayor's Council brings together some of the largest and most influential businesses to provide insights into the challenges facing larger organisations in the region and to champion West Yorkshire nationally and internationally. Other engagement routes include working with the business representative groups and sector bodies, and trusted networks into minority ethnic communities and businesses.

Policing and Crime

The Mayor performs the functions of the Police and Crime Commissioner for West Yorkshire. She sets the strategic direction for policing in West Yorkshire and when published, the Police and Crime Plan 2024-28 will outline her vision for community safety.

The Mayor is also responsible for setting the police budget and holding the Chief Constable to account. The Mayor acts as the voice of the people, making the police force answerable to the communities it serves.

In spring 2024, we launched the Women’s Safety Unit – a 12-month pilot project which brings together colleagues across Policing and Crime, the Violence Reduction Partnership and West Yorkshire Police to tackle violence against women and girls.

This area of work has been identified as a key priority in the national strategic policing requirement.

We remain in a period of economic uncertainty, with many different factors affecting the levels of serious violence across West Yorkshire. The impacts of serious violence have implications for every aspect of our lives, cutting across critical strands of infrastructure, public services, and our communities.

The Violence Reduction Partnership is uniquely positioned to seek and orchestrate solutions, but this cannot be achieved in isolation. The embedding of a Public Health approach which focusses on the population as a whole, understanding the root causes of serious violence, prevention, particularly primary prevention, data and evidence base and a partnership approach is the vehicle to bring about the change needed to tackle serious violence.

Mayor Tracy Brabin and Deputy Mayor Alison Lowe at the launch of the West Yorkshire Combined Authority ‘Just don’t’ male behaviour change campaign.



Equity, Diversity and Inclusion



Fatima Khan-Shah, the Mayor's Inclusivity Champion

Devolution and partnership working

Our focus for 2023-24 has been to continue with the delivery of the Equity, Diversity and Inclusion (EDI) Plan and to be recognised nationally for our focus and commitment. Alongside the vision, we have a supporting EDI Statement which underpins the importance of embedding EDI in all that we do. We celebrate the differences of all the people we serve, work with and employ, and hold ourselves to the highest standards in relation to EDI.

We are also making progress against our Public Sector Equality Objectives and during 2024–25 will continue to focus our efforts on:

1. Championing EDI externally, delivering skills and business support and working closely with the Mayor's Inclusivity Champion to add value across the region.
2. Consulting and engaging with our people, communities and businesses to understand their diverse needs and ensure our services meet their needs.
3. Making our workforce more representative, reflecting the diversity of West Yorkshire.

The Mayor appointed West Yorkshire's first Inclusivity Champion in May 2023, whose workplan will be delivered over the course of this year. The workplan aligns with the Combined Authority's EDI Plan and focuses on key themes including:

- Bringing together networks to unlock and amplify the lived experience of seldom heard voices across the region
- Spreading innovation and good practice
- Influencing future strategy regionally and nationally
- Building capability to help deliver more inclusive outcomes
- Providing advice and support to senior leaders across the region on matters relating to inequality and inclusion.

The Combined Authority has an ambitious vision for West Yorkshire. This year we will continue to work in partnership with our local authorities and government to deliver deeper devolution. We will also move to more simplified and flexible funding models to support our ambitions.

Partnership is at the heart of everything we do and is key to the success of the region. We are committed to putting into practice our partnership principles, agreed as the cornerstone of the relationship between the Combined Authority and our five local authority partners, as a partnership of six.

Our partnership principles are:

- Collaboration and co-production
- Sovereignty
- Subsidiarity and devolution
- Transparency and accountability
- Fairness and equity
- Flexibility and funding simplification

It is these which guide our working, informing how we build relationships with wider partners. We have shown West Yorkshire to be a trusted partnership that delivers for the benefit of our people, communities and businesses and will build on this further through the delivery of this 2024–25 Corporate Plan.



Progress in meeting our objectives

We continue to make progress in the delivery of our priorities. Our achievements during 2023–24 were:



1

A prosperous West Yorkshire – driving economic growth

4,377

businesses have been supported to grow and become more resilient

1,175

entrepreneurs have been supported to start or grow a business. Of these businesses, 62% were female-led, 41% led by a person from an ethnic minority group and 17% led by someone with a disability

22

successful Trade and Investment projects have been delivered across West Yorkshire, which have created or safeguarded 1,655 jobs

4,160

In Year 2 of the Adult Education Budget, the number of learners increased by 10%, with 4,160 more learners engaging in adult skills

48

research and development partnerships created between trade and investment clients and West Yorkshire universities

296

businesses supported to engage with employment and skills programmes

55,937

adults supported to upskill and retrain

181

schools supported with quality careers education provision, with 132 making measurable improvements

337

businesses assisted with overseas trade initiatives



A happy West Yorkshire – supporting our places

New homes

3,150 new homes on brownfield land approved

Creativity support

Provided advice and training for 20 creative mentees, with 29 creative businesses also receiving export support

Young Poet Laureate

Every school in West Yorkshire engaged with West Yorkshire’s first ever ‘Young Poet Laureate’, an initiative spearheaded by the Mayor in partnership with the National Poet Laureate, Simon Armitage, and the National Library Trust

Years of Culture

Leeds, Kirklees, Calderdale and Wakefield all supported to deliver their Years of Culture

Bradford 2025

Preparations underway to deliver, culminating with Bradford 2025 – the UK’s City of Culture for 2025

Mayor’s Screen Diversity

80 people successfully participated in the Mayor’s Screen Diversity programme



A well-connected West Yorkshire – delivering better transport

Buses

The Mayor took the decision to bring buses under local control through a new franchising model, where the routes, frequencies, fares and overall standards for buses in the region will be set by the Combined Authority

Mass Transit

Submitted our plans for a new Mass Transit system for West Yorkshire to Government to better link our communities with a quick and reliable service, integrated with cycling, walking, bus and rail

MCard

90% of MCard sales now delivered by mobile app, exceeding the target of 85% and up 7% on last year’s sales

Bus patronage

Increased bus patronage by 5.6% between September 2023 and April 2024 compared with patronage for the same period of the previous year¹

Sustainable transport

Completed ten projects to promote more sustainable transport options across the regions including:

- Armley Gyratory (Phase 1), City Square Leeds, Fink Hill Leeds, Great Horton Road / Horton Grange Road Bradford, Newton Bar Wakefield through the West Yorkshire Transport Fund
- Thirsk Row / King Street Bus Gate / Access City Region Sustainable Travel Settlement through the City Region Sustainable Travel Settlement
- Tadcaster Road, Leeds City Bikes, Halifax Bus Station, Leeds City Centre Cycling through the Transforming Cities Fund

¹ Data compared for the three biggest operators only.



A sustainable West Yorkshire – achieving our environmental aims

Energy efficiency

Energy efficiency measures installed for 2,306 households, to deliver warm, energy-efficient homes, reduce carbon emissions and tackle fuel poverty

.....

Reduce carbon emissions

Installed solar at seven bus stations this year, contributing to our target to reduce carbon emissions by 10%

Business Sustainability Programme

Supported 309 businesses via the Business Sustainability Programme and a further 147 businesses supported through the Energy Price Crisis Emergency Business Grants (EPEG) programme, saving a total of 620.56t CO₂

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Home Energy West Yorkshire

Completed the first phases of work on the Home Energy West Yorkshire programme to enable delivery of a low interest loan and collective buying scheme early in 2024–25



A safe West Yorkshire – particularly for women and girls

Bus travel

Put in place 15 Police Community Support Officers within districts to support safer bus travel

.....

Community safety

Commissioned targeted services to improve community safety and support victims and witnesses of crime, with a total of £16.5 million funding to 72 providers over 161 different streams of work

.....

Child First

Through the Violence Reduction Partnership, trained 392 professionals and engaged with 445 children to co-produce a framework to embed the Child First principles across West Yorkshire

Interventions

Commissioned interventions to reduce and prevent knife crime and serious and violent crime, supporting and engaging with 24,991 people under the age of 25 and 816 people aged 25

.....

Women’s Safety Unit

Established a dedicated Women’s Safety Unit in West Yorkshire as a 12-month pilot



Our missions and priorities

Everything the Combined Authority does contributes towards the vision of the West Yorkshire Plan. Underpinned by a shared commitment to inclusivity and providing great customer service, we will seek to ensure that maximum impact is achieved for all our local communities across the region.

Our priority areas of focus and the key outputs we will use to measure progress support each of the five West Yorkshire Plan missions, with details outlined below. Through our mission-based approach, we will work collectively cross-directorate to ensure our focus remains on delivery.

Our Directorate Business Plans also set out the wide range of activity the Combined Authority will undertake during 2024–25 to deliver our ambitions.



A prosperous West Yorkshire – an inclusive economy with well paid jobs

Key areas of focus

During 2024–25 we will focus on the following priority areas to support a prosperous West Yorkshire:

- Ensuring the creation of a **Region of Learning**, developing a modular approach to skills and training and delivering the West Yorkshire promise for softer skills accreditation and a placement and internship guarantee
- Developing and implementing a **new business growth and skills delivery** model for the region
- Developing, launching and implementing our new **Local Growth Plan**, championing the region’s key sectors and supporting new and emerging sectors to prosper and grow

- Extending our existing **cost of living scheme**, providing funding to charities and voluntary sector organisations, to ensure more people and businesses benefit from frontline support
- Launching our **new employment support programme**, to help out of work disabled and long-term sick people who face barriers into employment
- Boosting the **availability of childcare** places and expanding training for the childcare sector workforce to support greater access to employment opportunities
- Delivering a more joined up employment offer across West Yorkshire working with our **local authority partners**

| Measures of success 2024–25 | By when | EDI metrics |
|--|--------------------------|---|
| Publish the Local Growth Plan and Action Plans | October 2024 | Engagement and consultation with relevant and diverse stakeholders in developing strategies to ensure representation. Adult Education Budget (AEB): <ul style="list-style-type: none"> 43% learners from ethnic minority groups (West Yorkshire demographic 20%) 23% learners with learning difficulties and disabilities (match West Yorkshire demographic) 43% unemployed learners 67% female learners Specific targets will ensure that businesses traditionally excluded from export activity will be supported with overseas initiatives, such as ethnic minority-led and female-led businesses. Influence employers to become more inclusive including by working with our programmes to encourage under-represented entrants into key sectors. |
| 48,700 adults supported to upskill, or re-train and 500 employers supported to create a pipeline of talent | End March 2025 | |
| 181 schools to have made progress in delivering quality careers education | Across the academic year | |
| Implement a new model to ensure businesses have the support in West Yorkshire they need to start up, locate, grow and scale up | End March 2025 | |
| Maximise international opportunities, delivering 20 high potential international collaboration and trade initiatives. 20% of these businesses will be businesses traditionally excluded from export activity | End March 2025 | |
| Represent, champion and raise the profile of the region to increase inward investment and export activity, through 25 targeted and strategic events regionally, nationally and internationally | End March 2025 | |



A happy West Yorkshire – great places and healthy communities

Key areas of focus

During 2024–25 we will focus on the following priority areas to support a happy West Yorkshire:

- Ensuring local people have access to warm and **affordable homes**, building more new homes on brownfield sites
- Delivering **regeneration and new homes** in partnership with Homes England in strategic sites across the region
- Encouraging and **embedding inclusivity** so that West Yorkshire is place where everyone can thrive

- Championing **local public services** across West Yorkshire, supporting the delivery of vital services through our local authority partners where we can
- Working with our partners and key stakeholders to safeguard **thriving culture, heritage and sport** offers, including new major national centres that support cohesive communities and are accessible for all
- Working in partnership locally and nationally to unleash the economic potential of the **Creative Industries** through the One Creative North / Creative Corridor initiatives

| Measures of success 2024–25 | By when | EDI metrics |
|---|---|--|
| Commit funding from Brownfield Housing Fund to enable a minimum of 324 further homes | March 2025 | <p>The Brownfield Housing team will monitor the number of affordable homes developed.</p> <p>Alignment with our EDI priority to ‘Consult and engage with our people, communities and businesses to understand their diverse needs and ensure our services meet their needs’.</p> <p>Increased diversity in the creative industries sector through audience engagement with events.</p> <p>Grow and diversify the creative industries sector by collaborating with Skills teams to broker opportunities for training to meet sector need.</p> |
| Langthwaite Enterprise Zone phase 1 works (remediation and access road) start on site | May 2025 | |
| Reach commitment from the British Library and partners to a route to public sector ownership for a site for the British Library North and agree a programme of first phase intervention works | March 2025 | |
| Implement the Strategic Place Partnership including application of the Housing Accelerator Fund | 15 projects to be supported by March 2025 | |
| Support partners to progress three Investment Zone project business cases: | | |
| Bradford Digital Health Networking Hub | September 2024 | |
| National Health Innovation Campus | January 2025 | |
| Leeds Teaching Hospital | February 2025 | |
| Engage with at least 305, cultural, heritage, sport and creative industries businesses (2-year target) | By March 2026 | |
| Increase audience engagements with Culture, Heritage or Sport; 750,000 (Culturedale and Wakefield our Year) | By July 2025 | |



A well-connected West Yorkshire – a strong transport system

Key areas of focus

- During 2024–25 we will focus on the following priority areas to support a well-connected West Yorkshire:**
- Taking the next steps on **Bus Reform** following the Mayor’s recent decision to franchise local bus services, including plans for depots and fleet and developing and delivering our transport brand and customer offer
 - Consulting on our **mass transit proposals** and submitting our mass transit business case to Government
 - Producing a **new asset strategy** and developing our asset and acquisition capability to ensure we have the infrastructure and capacity in place to deliver ambitions

- Continuing to invest in **Bradford bus facilities** while working with Bradford Council on a long-term solution to the Interchange and progress work on a new rail gateway in partnership with the Government and Bradford Council
- Developing and consulting on our statutory **Local Transport Plan** which sets out our transport programme and priorities for the next five years
- Continuing to champion the provision of **affordable and reliable public transport**, working to keep bus fares low and transforming and enhancing routes
- Working with our local authority partners and supporting **investment in the region’s roads**

| Measures of success 2024–25 | By when | EDI metrics |
|---|--|---|
| Implementation of the transition plan for Bus Franchising, delivering the first version programme plan | End August 2024 | Ambition for a safe, inclusive and sustainable bus system that better connects communities. |
| Lead on specific policy development for the transition to Bus Franchising, including development of a service permit regime; an EqlA vision; stakeholder map and engagement plan; a strategic monitoring framework; Bus Service Operator Grant devolution | End March 2025 | Mass Transit EDI Strategy and Action Plan to be delivered in April 2024, with the ambition for Mass Transit to be ‘best in class’ for accessibility and inclusion. EDI to be a key factor in the assessment of intervention options. |
| Mass Transit Strategic Outline Case (SOC) submitted to the Department for Transport (DfT) in March 2024 for review | DfT to provide feedback on the SOC by the end of June 2024 | Improvements made will meet accessibility standards to increase access to the transport network. |
| Following the DfT review (noted above), work will commence on updates to the SOC (SOC+) | For delivery by July 2024 | |
| Commence public consultation on route options for the Mass Transit system | For delivery by July 2024 | |
| Commence Royal Institute of British Architects (RIBA) stage 3 design for first phase of Mass Transit | September 2024 | |
| Complete the environmental scoping for the first phase of Mass Transit | Completed June 2024 | |
| Delivery of eight additional Bus Service Improvement (BSIP) services | End September 2024 | |
| Delivery of Superbus scheme in Wakefield | End December 2024 | |
| BSIP+ funding used to maintain and increase over 50 additional contracts | March 2025 | |
| A new Local Transport Plan and supplementary strategies developed and adopted | End May 2024 (under review) | |
| Accessibility improvements at 1,000 bus stops across West Yorkshire | End March 2025 | |

Table continues on following page



| Measures of success 2024–25 | By when | EDI metrics |
|---|--|-------------|
| Two projects in areas of high deprivation (A639 and A629) to improve bus journey times and provide active travel routes | End March 2025 | |
| 164 additional car park spaces at existing rail stations including 11 blue badge spaces | End March 2025 | |
| 20 upgraded West Yorkshire rail stations that will meet accessibility standards | End March 2025 | |
| Deliver 40km of bus priority approx. 2.44km of cycle route. 1.33km of permanent footway (pedestrian access). 28km of shared use routes. 8 school streets. 4.55km ² of area wide improvements, 23 crossing facilities | End March 2025 | |
| Redevelopment of Dewsbury Bus Station commenced on site, plus Small Centre Bus Station Improvements to improve safety, security, and accessibility at 10 bus stations across West Yorkshire | Dewsbury November 2024 – February 2026 Small Centre Bus Improvements February 2025 – March 2026 | |



A sustainable West Yorkshire – making lives greener

Key areas of focus

During 2024–25 we will focus on the following priority areas to support a sustainable West Yorkshire:

- Accelerating our plans for the region’s **Home Energy West Yorkshire programme**, launching a collective buying scheme, a low interest loan and our new one stop shop
- Rolling out a new fleet of **zero emissions buses** across the region and providing an improved provision of electric vehicle (EV) charge points for resident

- Leading the **region’s retrofit activity** to ensure that everyone in West Yorkshire can live in a warm, comfortable and low carbon home
- Publishing our new **Climate and Environment Plan** and reductions pathway, outlining the contribution we will make to our 2038 Net Zero target
- Implementing various walking and cycling schemes across West Yorkshire to provide residents with a wider choice of more **sustainable travel options**

| Measures of success 2024–25 | By when | EDI metrics |
|---|----------------|---|
| Deliver the next phases of the Home Energy West Yorkshire programme, including the business case and funding for the preferred option for the one stop shop | March 2025 | <p>Reduction of fuel poverty through social housing retrofits and solar PV installations, ensuring everyone can live in a warm, comfortable and low carbon home.</p> <p>An aim to increase the resilience of communities in West Yorkshire, with a focus on ensuring that interventions support excluded and deprived groups and communities. For example, lowering flood risk, especially when impacting on risk to life, property or the transport network, will ensure more vulnerable residents (age, disability, pregnancy) live with reduced risk and maintain access to key services during a flood event.</p> |
| Develop the 10-year Home Energy West Yorkshire business plan in partnership with the WYHP for an investment strategy for retrofit of social home | August 2024 | |
| Facilitate the delivery of retrofit improvements to 1,100 social housing units and submit a further 2 business cases for Area Based schemes | End March 2025 | |
| Develop the new Climate and Environment Plan and Local Area Energy Plans for the whole region | March 2025 | |
| Have a draft Local Nature Recovery Strategy consultation prepared | March 2025 | |
| Solar PV installed on 500 social housing homes | March 2025 | |
| Submit 3 Natural / Capital Flood Management business cases for appraisal and 5 projects to commence on site | End March 2025 | |
| 175 businesses supported directly to become more sustainable | March 2025 | |
| Deliver 37 zero emission buses, with associated charging infrastructure at 2 depots | End March 2025 | |
| Delivered a minimum of 650 EV charging points delivered | March 2025 | |
| 1 Rail Station completed, 3 Park and Ride schemes completed and 20 upgraded rail stations to encourage modal shift to rail | End March 2025 | |
| Delivery of Active Travel Neighbourhood packages to all five districts | End March 2025 | |



A safe West Yorkshire

– a region where all can flourish

Key areas of focus

During 2024–25 we will focus on the following priority areas to support a safe West Yorkshire:

- Continuing the distribution of the **Mayor’s Safer Communities Fund** to support the delivery of identified local community priorities and projects
- Exploring the development of a model for a new **Youth Futures Hub**
- Developing the region’s new statutory **Police and Crime Plan**, setting out the Mayor’s policing and criminal justice priorities and actions for the forthcoming term

- Commissioning vital services for victims, witnesses and perpetrators of crime across the region to deliver our **Police and Crime Plan priorities**
- Working with our partners across the region to tackle and **reduce serious violence** and knife crime
- Continuing to champion the safety of women and girls and invest in our dedicated **Safety of Women and Girls Unit** alongside West Yorkshire Police.
- Holding the Chief Constable to account and securing **increased investment** in local community policing and measures to **tackle anti-social behaviour** across the region

| Measures of success 2024–25 | By when | EDI metrics |
|--|--|--|
| Develop and publish the 2024–28 Police and Crime Plan | End March 2025 | Consultation and engagement with communities in West Yorkshire to ensure all are appropriately represented. Work with people with lived experience to develop strategies and commission services. |
| Secure sufficient funding for policing in the region | End March 2025 | |
| Commission services for victims, witnesses, and perpetrators across West Yorkshire to deliver the Police and Crime Plan priorities, including a West Yorkshire wide restorative justice service, victim support services for all victims of crime and independent sexual violence advisers | July 2024 (justice service) | |
| Publish a countrywide Serious Violence Strategic Needs Assessments, Response Strategy and Locality Profiles | April 2025 (victim support and independent sexual violence advisers) | |
| Work in partnership with dedicated programmes to significantly reduce knife and sharp instrument enabled violence | February 2025 | |
| Hold the Chief Constable to account for reducing the victim satisfaction gap between black and white victims of crime | March 2025 | |

An ambitious, high-performing and value for money organisation

Our focus on delivery over the next four years will be critical in ensuring we achieve our ambitions. Our corporate centre services sit at the heart of, and work across the organisation, supporting the delivery of outcomes through their ability to:

Lead

To set strategy based on evidence, communicate, report and evaluate

Enable

To provide essential services that enable delivery

Protect

To manage financial, legal and reputational risk

As an organisation with responsibility for managing large sums of public money to improve outcomes for people in West Yorkshire, it is vital that delivery is underpinned by excellent governance, clear strategic alignment, a skilled workforce, good and transparent decision making, and effective financial management.

Key areas of focus

During 2024–25 we will focus on the following priority areas to support the organisation to be ambitious, high performing and deliver value or money:

- Further improving efficiency, productivity and agility across the organisation to rapidly accelerate our major programmes, including Mass Transit, bus reform, local growth, and Home Energy West Yorkshire, and to reinforce the organisation’s readiness for greater devolution
- Securing access to single pot funding and implementing proposals for deeper devolution, to achieve our single settlement/trailblazer ambitions which will enable greater flexibility in funding and make us better able to use taxpayers’ money on local priorities
- Continuing to strengthen and develop our Team West Yorkshire approach recognising that collaboration with our partners, businesses and communities will be vital in achieving our shared priorities

Measures of success

Our key measures of success for 2024–25 are outlined here, focus on improving our efficiency and productivity.

| Measures of success 2024–25 | By when |
|---|---------------------------------|
| Staff / budget ratio | End March 2025 |
| Reduction in time taken to recruit staff (from approval to first day of employment) | End September 2024 – March 2025 |
| Level of social value delivered through contracts | End March 2025 |
| Savings against budget through effective procurement | End September 2024 – March 2025 |
| Energy generated on the Combined Authority estate through solar | End March 2025 – end March 2026 |
| Achievement of programme milestones, forecast compared to actuals and variances | End March 2025 |



Committees

Each decision-making committee is responsible for overseeing a specific policy area, with membership including Combined Authority members, local authority members, private sector and advisory representatives.

Business, Economy and Innovation Committee²
Chair, Cllr James Lewis

Climate, Energy and Environment Committee
Chair, Cllr Jane Scullion

Culture, Heritage and Sport Committee
Chair, Mayor Tracy Brabin

Employment and Skills Committee²

Finance, Resources and Corporate Committee
Chair, Mayor Tracy Brabin

Governance and Audit Committee
Chair, Independent Member, Debbie Simpson

Place, Regeneration and Housing Committee
Chair, Cllr Denise Jeffery

Scrutiny Committee
Chair, Cllr Barry Anderson

Transport Committee
Chair, Cllr Susan Hinchcliffe

² The Business, Economy and Innovation Committee and Employment and Skills Committee will be merged following finalisations of proposals.

Our finances

Our income comes from a variety of sources, including successful, multi-million-pound bids to central Government for funding, which we secure and spend for the benefit of the people and businesses in West Yorkshire.

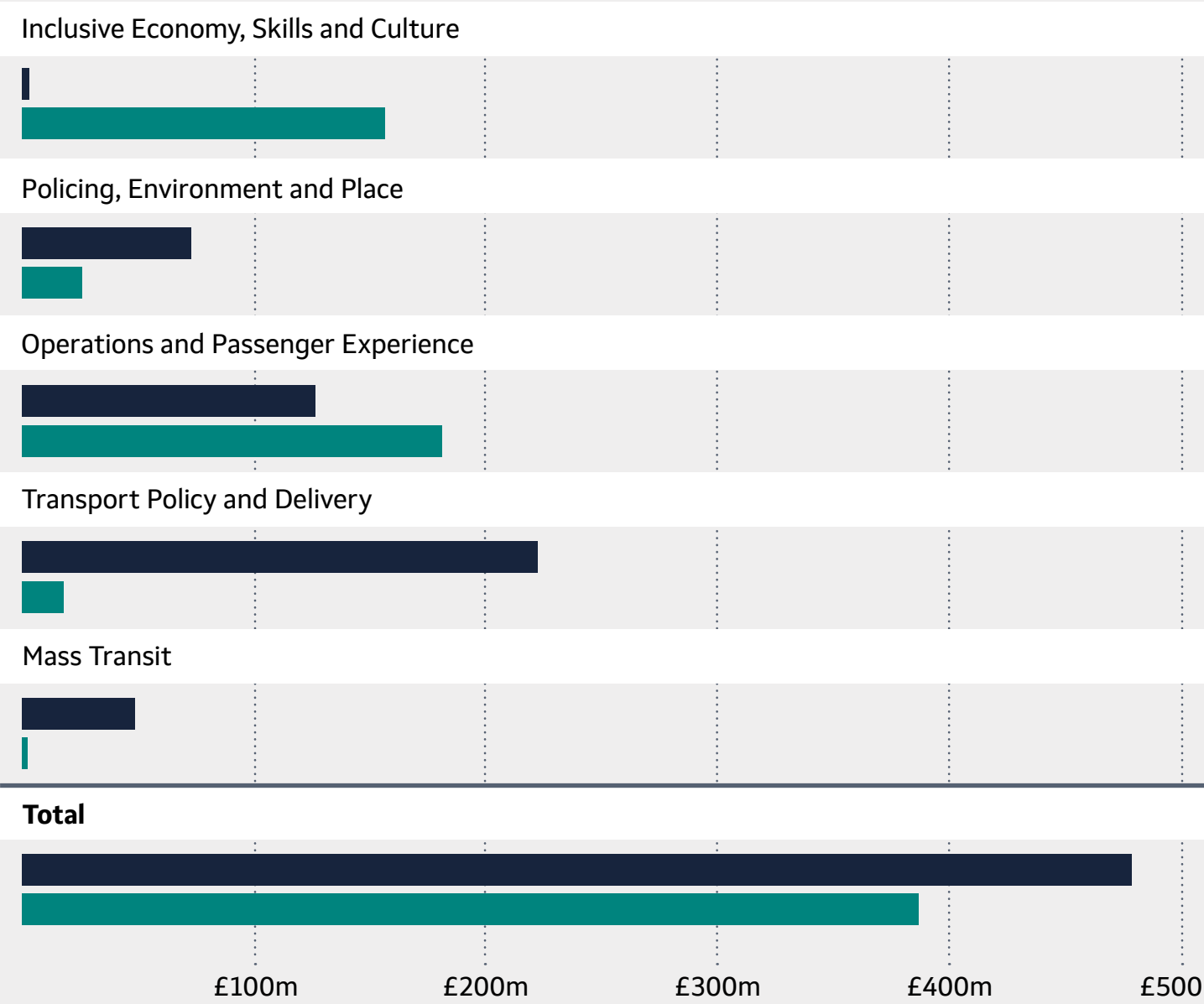
| Where our funding comes from: | |
|-------------------------------|--------------|
| Government Funding | £628,240,000 |
| Transport Levy | £92,198,000 |
| Policing and Crime | £16,461,000 |
| Other Funding | £128,920,000 |
| Total Funding | £865,819,000 |

The Mayor also raises a local precept for policing, most of which is provided to West Yorkshire Police as part of their funding for delivering services. The precept for 2024–25 will raise £170,540,720, alongside the police grant from the Home Office.

Figures on this page relate to Directorate spend given current structures.

| | Total Capital Expenditure | Total Revenue Expenditure |
|---------------------------------------|---------------------------|---------------------------|
| Inclusive Economy, Skills and Culture | £3,765,000 | £157,288,000 |
| Policing, Environment and Place | £73,880,000 | £26,393,000 |
| Operations and Passenger Experience | £127,477,000 | £182,186,000 |
| Transport Policy and Delivery | £223,280,000 | £18,913,000 |
| Mass Transit | £49,915,000 | £2,723,000 |
| Total | £478,316,000 | £387,503,000 |

Please note the budget for West Yorkshire Police is not included within these figures.



The Combined Authority

The Combined Authority is made up of the Mayor of West Yorkshire, as well as the elected leaders of Bradford, Calderdale, Kirklees, Leeds and Wakefield Councils. It also includes members for political balance, reflecting the make-up of councils across West Yorkshire, plus the City of York Council and the West Yorkshire Business Board Chair representing the views of business as follows:



Tracy Brabin
Mayor of
West Yorkshire
(Chair)



Councillor James Lewis
Leader, Leeds City
Council and Deputy
Mayor / Combined
Authority Deputy
Chair



Councillor Susan Hinchcliffe
Leader,
Bradford Council



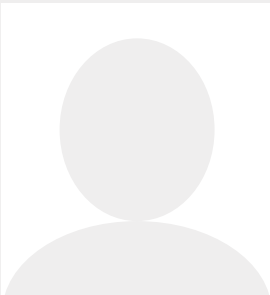
Councillor Jane Scullion
Leader,
Calderdale Council



Councillor Carole Pattison
Leader,
Kirklees Council



Councillor Denise Jeffery
Leader,
Wakefield Council



To be appointed
Political Balance
Member



Councillor Alan Lamb
Leeds, Conservative
Political Balance
Member



Councillor Sue Holdsworth
Calderdale, Liberal
Democrat Political
Balance Member



Mandy Ridyard
Mayor's Business
Advisor,
West Yorkshire
Business Board



Councillor Claire Douglas
Leader, City of York,
Non-constituent
member

All decisions taken, including those relating to investment, are approved at public Combined Authority meetings which take place nine times a year.

Decisions relating to the Mayor's Police and Crime Commissioner functions are published online and reported to the Police and Crime Panel.

Senior Leadership Team

The senior leadership team of officers is appointed by the members of the Combined Authority. The role of officers is to serve the Combined Authority and the Mayor in providing advice, implementing its policies and delivering services to the local community.

The senior leadership team of the West Yorkshire Combined Authority is headed by the Chief Executive, with each of the Directors having clearly defined areas of responsibility as follows:



Ben Still
Chief Executive



Alan Reiss
Chief Operating Officer



Simon Warburton
Executive Director of Transport



Angela Taylor
Director of Finance and Commercial Services



Sarah Eaton
Director of Strategy, Communications, and Intelligence



Liz Hunter
Director of Policing, Environment and Place



Felix Kumi-Ampofo
Director of Inclusive Economy, Skills and Culture



Dave Haskins (Interim)
Co-Director of Transport and Passenger Experience



Mick Bunting (Interim)
Co-Director of Transport and Passenger Experience



Luke Albanèse
Director of Mass Transit



Caroline Norreys
Monitoring Officer and Assistant Director of Legal, Governance and Compliance

West Yorkshire Business Board

The West Yorkshire Business Board (WYBB), which has replaced the Leeds City Region Enterprise (LEP) Board, is led by a private sector chair and brings together the following business, council, voluntary and community sectors and university leaders:

Mandy Ridyard (Chair)
Mayor’s Business Advisor,
Produmax Ltd

Jane Atkinson CBE
Enfinium UK Ltd

Fara Butt
Shire Beds

Nicky Chance-Thompson MBE
Piece Hall

Prof Shirley Congdon
Vice-Chancellor and CEO,
University of Bradford

Aaron Holt
Holdson Ltd

Asma Iqbal
Chadwick Lawrence LLP
(Board Diversity Champion)

Lisa Johnson
Starship Technologies

Annette Joseph MBE
Diverse & Equal

Sherin Mathew
AI Tech UK

Kamran Rashid
The Socially Conscious Company

Natalie Sykes
James Wilby Ltd

Kully Thiarai
Creative Director and CEO,
Leeds 2023

Barney Mynott
Advisory Representative,
Federation of Small Businesses

Beckie Hart
Confederation of British Industry

James Mason
West and North Yorkshire
Chamber of Commerce

Martin Hathaway
Mid-Yorkshire Chamber of Commerce

Mayor Tracy Brabin
Mayor of West Yorkshire

Councillor Susan Hinchcliffe
Leader, Bradford Council

Councillor Jane Scullion
Leader, Calderdale Council

Councillor Carole Pattison
Leader, Kirklees Council

Councillor James Lewis
Leader, Leeds City Council

Councillor Denise Jeffery
Wakefield Council

Councillor Claire Douglas
City of York Council

West Yorkshire Combined Authority

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**West
Yorkshire
Combined
Authority**

**Tracy
Brabin
Mayor of
West Yorkshire**