

**West Yorkshire Combined
Authority Corporate Plan
2024-25**
Draft Version

DRAFT

Contents

Contents for the Plan

- Mayor's Foreword (pending election)
- Chief Executive Foreword
- Our Vision and Our Mission / West Yorkshire Plan / Devolution and Partnership Working / The New Organisational Structure
- The Mayor of West Yorkshire, Combined Authority Board and West Yorkshire Business Board
- Policing and Crime
- Equity, Diversity and Inclusion
- Progress in meeting our objectives
- Our priorities
- Measuring our performance
- Committees
- Our Finances
- List of members
 - The Combined Authority
 - West Yorkshire Business Board (formerly the LEP Board)
 - Senior Leadership Team

Mayor's Foreword (pending election)

To be drafted

Chief Executive Foreword

To be drafted

DRAFT

Our Vision and Our Mission / West Yorkshire Plan

2023 saw the launch of the West Yorkshire Plan, setting out our regional priorities and ambitions up to 2040. The West Yorkshire Plan was co-produced and brings together our partners, including the five local authorities, Combined Authority committee members, business groups, universities, and other stakeholders behind a common set of aims.

The West Yorkshire Plan sets out a shared vision and five missions, with the goal of creating a brighter West Yorkshire that works for all. These are:

1. A prosperous West Yorkshire – an inclusive economy with well paid jobs.
2. A happy West Yorkshire – great places and healthy communities.
3. A well-connected West Yorkshire – a strong transport system.
4. A sustainable West Yorkshire – making lives greener.
5. A safe West Yorkshire – a region where everyone can flourish.

We will use our annual State of the Region report to monitor progress against the West Yorkshire Plan targets and wider policies and strategies of the Combined Authority.

The West Yorkshire Plan strengthens our existing policy framework and sits at the top of a suite of policies and strategies aligned to areas of delivery. This year we will continue to embed the West Yorkshire Plan in our ways of working. We will do this by ensuring that our policies and strategies are aligned with the overarching missions and narrative in the Plan, and aligning our corporate planning and reporting processes with the key aims and targets that the West Yorkshire Plan outlines.

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

The Mayor of West Yorkshire (pending election)

The West Yorkshire Combined Authority

Our work to deliver improved outcomes for the people of West Yorkshire is led by the Combined Authority Board, with the support of the West Yorkshire Business Board and the thematic committees of 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.

The West Yorkshire Business Board

DRAFT

Policing and Crime

The Mayor is the voice of the people, setting the strategic direction for policing and criminal justice partners – issuing a new Police and Crime Plan for 2024 - 2028, setting the police budget and holding the Chief Constable to account – making policing answerable to the communities it serves. The Women’s Safety Unit -a 12-month pilot – will see close collaborative work between the Policing and Crime Team, Violence Reduction Partnership and West Yorkshire Police – supporting both the safety of women and girls in West Yorkshire and addressing the national strategic policing requirement focussing on Violence against Women and Girls.

We know that we remain in a period of economic uncertainty, with many different factors affecting the levels of serious violence across the county. We also know that the issues will not simply go away, and we cannot arrest our way out of the problems. 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 therefore uniquely positioned to seek and orchestrate the solutions, but this cannot be achieved in isolation. Sustainability must be the golden thread that runs throughout our future plans, and it is crucial that we act as one in a co-ordinated and considered manner.

Equity, Diversity and Inclusion

The focus for 2023/2024 was to continue with the delivery of the Equity, Diversity, and Inclusion (EDI) Plan, to help deliver the Combined Authority's vision to become a leader recognised nationally for our focus and commitment. Alongside the vision, we have a supporting EDI Statement that underpins and directs the importance of embedding EDI in and across all that we do. The West Yorkshire Combined Authority celebrates the difference of all the people we serve, work with and employ. The organisation will hold itself to the highest standards in relation to EDI and we will evidence our commitment in the following ways:

1. The Combined Authority will not tolerate behaviours, actions or words that discriminate on the grounds of race, age, sex, gender, identity, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership or disability.
2. All training for staff on EDI will be mandatory.
3. All staff will be set an annual objective about how they must promote EDI in their work, and we will monitor compliance of line managers with this requirement.
4. We will monitor and report the protected characteristics of our staff to ensure we represent the communities we serve, and we will set targets where analysis shows we have more work to do.
5. We will monitor and report use of our services to ensure fair and equal access in line with the census data and we will set targets where we identify gaps.
6. Compliance with this statement is non-negotiable and any employee found to have breached our policies will be dealt with under the Combined Authority's disciplinary policy.

We are making progress against our Public Sector Equality Objectives (2022-2025) and will continue to address areas for improvement. Particular areas of focus in 2024 are:

1. **Champion EDI externally and develop an excellent regional and national reputation.** We will do this by facilitating EDI across the region, adding value and not duplication, working closely with the Mayor's Inclusivity Champion.
2. **Consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs.** We will do this by understanding the population of West Yorkshire, through the About You Questions, State of the Region data and examining through equality impact assessments.
3. **Ensure our workforce reflects the diversity of West Yorkshire.** We will do this through deeper understanding of the workforce profile and experiences through workforce data audit, Pay Gap reports (gender and ethnicity) and wider employee analysis to identify trends and investigating the reasons for these differences. Crucially, putting suitable plans into action to address any imbalances we find, and appropriately adopting positive action to help us achieve a more reflective workforce profile.

Draft - Progress in meeting our objectives

Empowering Our Communities, Towns and Cities to Thrive

- A ground-breaking new partnership with Homes England has been signed to build more affordable and sustainable homes for people across the region.
- Working across our partnership we have started and completed more affordable homes in the last two years than in any other two-year period since the financial crisis. Over 800 of those homes are being built, made possible by our Brownfield Housing Fund.

Supporting Community Safety and Accountable, Proactive Policing

- The Mayor's Safer Communities Fund is taking cash seized from criminal activities by police and prosecutors and grants it to projects that are making their neighbourhoods safer, amounting to £2.3 million since 2021.
- To increase the safety of women and girls, and reassure more vulnerable travel users, we recruited a new team of Police Community Support Officers dedicated to West Yorkshire's bus network aiming to reduce crime and anti-social behaviour.
- Secured £1 million funding for a new pilot to tackle anti-social behaviour across the region.
- Our Just Don't campaign, teaching young men and boys the importance of being allies to women and girls, reached millions.

Driving Economic Growth, Innovation and Good Jobs

- Launched the Fair Work Charter in Bradford, with businesses and organisations signing up committing to action on five categories of "Fair Work", to help build a thriving economy that provides better pay, conditions and opportunities for all.
- Announced the West Yorkshire Health, Life Sciences and Digital Investment Zone that will help create over 2,500 high-quality jobs in Kirklees and Leeds.
- Announced a £7.5million fund with Innovate UK, part of UK Research and Innovation (UKRI), for businesses to develop life-changing medical innovations for use in the NHS and across the world.
- Hosted the West Yorkshire Innovation Festival.

Enabling a Diverse, Skilled Workforce and Accessible Learning For All

- Since 2022, we've supported 75,000 people to upskill, re-train, access self-employment or find a job, as making sure everyone in our region has the skills to secure a job is our priority.
- We've supported over 180 schools and colleges to deliver quality careers education.
- Over 5500 people from all demographics have been supported and advised since March 2023 to overcome barriers, access meaningful employment, upskill, reskill and/or improve their labour market status.
- The devolved Adult Education Budget supported more than 47,000 learners in 2022/23, an increase of 10% from the previous year: 8,300 attained their first

ever qualification 5,000 achieved their first Level 2 qualification and 1,100 achieved their first qualification at Level 3.

- West Yorkshire's learner profile in 2022/23 was more diverse compared with the previous year, the proportion of ethnic minority Adult Skills learners increasing to 57% from 54%.

Championing Culture, Sport and Creativity

- We joined forces with creative businesses to launch a new Skills Bootcamp for young people to create opportunities in live events, delivered in Halifax by a Wakefield-based company.
- A £2.3 million 'You can make it here' initiative has been launched to boost West Yorkshire's creative industries.
- We worked with our partners on Leeds Year of Culture 2023 and Kirklees Year of Music 2023.

Creating an Accessible, Clean and Customer Focussed Transport System

- The £2 Mayor's Fares bus fare cap helped thousands of people make ends meet during the cost-of-living crisis.
- Launched a consultation on Bus Reform empowering people from West Yorkshire to have their say on how buses are run.
- Supported nearly 1,500 people to take part in our free adult cycle training.
- Significant progress made on the £26.5 million investment in White Rose Rail Station, due to open in spring 2024, connecting people to jobs, training, education, and leisure activities on the main trans-Pennine route to Manchester via Huddersfield.
- The £20.5m upgrade of Halifax Bus Station was partially re-opened to the public. The state-of-the-art facility allows for greater capacity so more journeys can take place and has won a sustainability award.

Building a Sustainable, Nature Rich and Carbon Neutral Region

- Announced over £54m funding to tackle the climate emergency, by making bus fares affordable, building stronger transport links and supporting training for high-tech green jobs.
- Our Emergency Energy Grants supported 145 of businesses to go green and save on bills, cutting 483 tonnes of greenhouse gases.
- 1,000 green skilled jobs have been pledged.
- Secured £32million funding to cut renters' energy bills, to make over 2,400 socially rented homes cheaper to heat and more sustainable, helping to create a greener West Yorkshire.

Inclusivity/EDI

- Recruited our Inclusivity Champion, and launched our Women of West Yorkshire network, helping to create a West Yorkshire that works for all.
- Our Cost of Living Emergency Fund was distributed to 6,000 of the hardest hit households, helping to meet basic needs and provide mental health support.

- We were shortlisted as contenders for the 2023/24 VERCIDA Inclusive Employer Awards, highlighting the progress we are making as an organisation towards our vision of being a diverse and inclusive employer.

DRAFT

Our priorities

Everything the Combined Authority delivers contributes towards achieving our seven corporate objectives, and ultimately the vision and mission of the West Yorkshire Plan. As an organisation we seek to achieve our corporate objectives (outlined in the following sections) whilst also upholding our cross-cutting themes, which support us in ensuring that we are delivering the very best for the region:

- Tackling the Climate Emergency
- Growing an Inclusive Economy
- Embedding Equity, Diversity and Inclusion
- Offering Great Customer Service

This year, our budget and business plans have been developed against a challenging backdrop, with the cost of living crisis and unprecedented challenges in local government finance, creating difficult circumstances for our local authority partners. Our main priority this year is to ensure that we are working effectively with partners to maximise delivery for the people of West Yorkshire.

In the following sections, we have set out clearly what we will deliver in 2024/25 for the region.

Measuring our performance

The following table summarises the outputs we will deliver during 2024/25

(Additional work required to develop, refine and finalise draft outcomes and outputs in table below to align with priorities in advance of final draft Corporate Plan being produced)

Corporate Objective	Output	By when	EDI
Empowering our communities, towns and cities to thrive.	<ul style="list-style-type: none">• Enable a minimum of 800 new homes (in year) through the Brownfield Housing Fund.• Implement the Strategic Place Partnership including application of the Housing Accelerator Fund (with a minimum of 15 projects supported by March 2025).• Drive progress of Spatial Priority Areas with delivery models for a minimum of 5 SPAs explored by	March 2025	<p>The Brownfield Housing team will monitor the number of affordable homes developed.</p> <p>The evaluation of the SHDF 2.1 programme will provide details & evidence of EDI outputs achieved. 10% of the measures will improve energy efficiency in social housing occupied by persons of pensionable age, who are generally a more vulnerable group.</p>

	June and a business case to implement in a minimum of 1 location.		
Building a sustainable, nature rich and carbon neutral region.	<ul style="list-style-type: none"> Facilitate the delivery of retrofit improvements to 1300 social housing units. Work in partnership with the West Yorkshire Housing Partnership to develop a 10-year business plan and investment strategy for social housing retrofit with a business case. One Stop Shop for the Better Homes Hub business case in June and launched by March 2025. Develop the new Climate and Environment Plan and Local Area Energy Plans for the whole region. Have a draft Local Nature Recovery Strategy consultation prepared. Solar PV installed on 500 social housing homes. Submit 2 Natural Flood Management business cases for appraisal and 3 projects to commence on site. Submit 1 Capital Flood Infrastructure business case for appraisal and 3 projects to commence on site. 175 businesses supported directly to become more sustainable. 	<p>March 2025</p> <p>August 2025</p> <p>Business case June 2024, One Stop Shop launched March 2025.</p> <p>All below by March 2025, with Local Area Energy Plans by September 2025.</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> <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>
Creating an accessible, clean and customer focussed transport system.	<ul style="list-style-type: none"> Approval of the Mass Transit Strategic Outline Case from the Department of Transport expected. 	<p>September 2024</p> <p>July 2025</p>	<p>Improvements made will meet accessibility standards to increase access to the transport network.</p>

	<ul style="list-style-type: none"> • Public consultation on route options and Royal Institute of British Architects stage 3 design for the first phase of Mass Transit to commence. • Accessibility improvements to be made at 1000 bus stops across West Yorkshire. • 164 additional car park spaces to be created at existing rail stations (including 11 blue badge spaces). • 20 upgraded rail stations to encourage a modal shift to using rail. • 2 transport projects (A639 and A629) in high deprivation areas to improve bus journey times and provide active travel routes. • Passive provision for 94 EV charge points at rail station car parks, to encourage a modal shift to using rail. 	<p>All following – March 2025</p>	
<p>Supporting community safety and accountable, proactive policing.</p>	<ul style="list-style-type: none"> • Develop and publish the 2024-28 Police and Crime Plan. • Commission services for victims and witnesses/survivors of all crime and criminal justice outcomes to deliver the Police and Crime Plan priorities, including a West Yorkshire wide restorative justice service by July 2024, victim support services for all victims of crime by April 2025 and independent sexual violence advisers by April 2025. • Publish a countrywide Serious Violence 	<p>March 2025</p> <p>January 2025</p>	<p>Consultation and engagement with communities in West Yorkshire to ensure all are appropriately represented.</p>

	<p>Strategic Needs Assessments, Response Strategy and Locality Profiles</p> <ul style="list-style-type: none"> • Contribute to the reduction in Hospital admissions for assaults with a knife or sharp instrument, knife and sharp instrument enabled serious violence and non-domestic homicides through the serious violence duty partnership and high impact interventions including the A+E and Custody navigator programmes and Community Leader programme. 		
Championing culture, sport and creativity.	<ul style="list-style-type: none"> • 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. • Engage with at least 105, cultural, heritage, sport and creative industries businesses. • 750,000 audience engagements with Culture, Heritage or Sport. 	March 2025	<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>
Driving economic growth and innovation to enable good jobs.	<ul style="list-style-type: none"> • Publish the new Economic Strategy and Action Plans. • 350 businesses will be supported with overseas trade initiatives. • 3000 businesses supported to innovate and grow. • Account management of 120 foreign owned businesses across all 	March 2025	<p>Engagement and consultation with relevant and diverse stakeholders in developing strategies to ensure representation.</p> <p>Specific targets will ensure that businesses traditionally excluded from export activity will be supported with</p>

	West Yorkshire districts		overseas initiatives, such as ethnic minority led and female-led businesses.
Enabling a diverse, skilled workforce and accessible learning for all.	<ul style="list-style-type: none"> • 48,700 adults supported to upskill or retrain and 500 engagements through Skills for Business. • 181 schools to have made progress in delivering quality careers education across the academic year. 	March 2025	<p>Taken from business plan:</p> <p>(For AEB) 43% Learners from ethnic minority groups (WY demographic 20%) 23% Learners with learning difficulties and disabilities (match WY Demographic 43% Unemployed Learners 67% Female learners For non-AEB: • Ethnic minority – target to reflect population data • People with disabilities – target to reflect population data • Women – 50%</p> <p>Influence employers to become more inclusive (link to fair work charter) including by working with our programmes to encourage underrepresented entrants into key sectors.</p>

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.

Place, Regeneration and Housing Committee

- Portfolio Lead/ Chair - Councillor Denise Jeffery

Climate, Energy and Environment Committee

- Portfolio Lead/Chair - Cllr Jane Scullion

Transport Committee

- Portfolio Lead/ Chair - Cllr Susan Hinchcliffe

Culture, Heritage and Sport Committee

- Portfolio Lead/ Chair – Mayor Tracy Brabin

Business, Economy and Innovation Committee

- Portfolio Lead/ Chair - Cllr James Lewis

Employment and Skills Committee

- Portfolio Lead/ Chair - Cllr Cathy Scott

Devolution and Partnership Working

The Combined Authority has a bold and ambitious plan for West Yorkshire. The scale of our ambitions, alongside the challenges we have to overcome, will need further investment and powers. We want to further boost productivity, be a net-zero economy, and ensure everyone in the region can enjoy a good standard of living. This year we plan to work in partnership with national government to deliver further devolution; we believe that with more control and powers we can deliver our ambitious vision for the region.

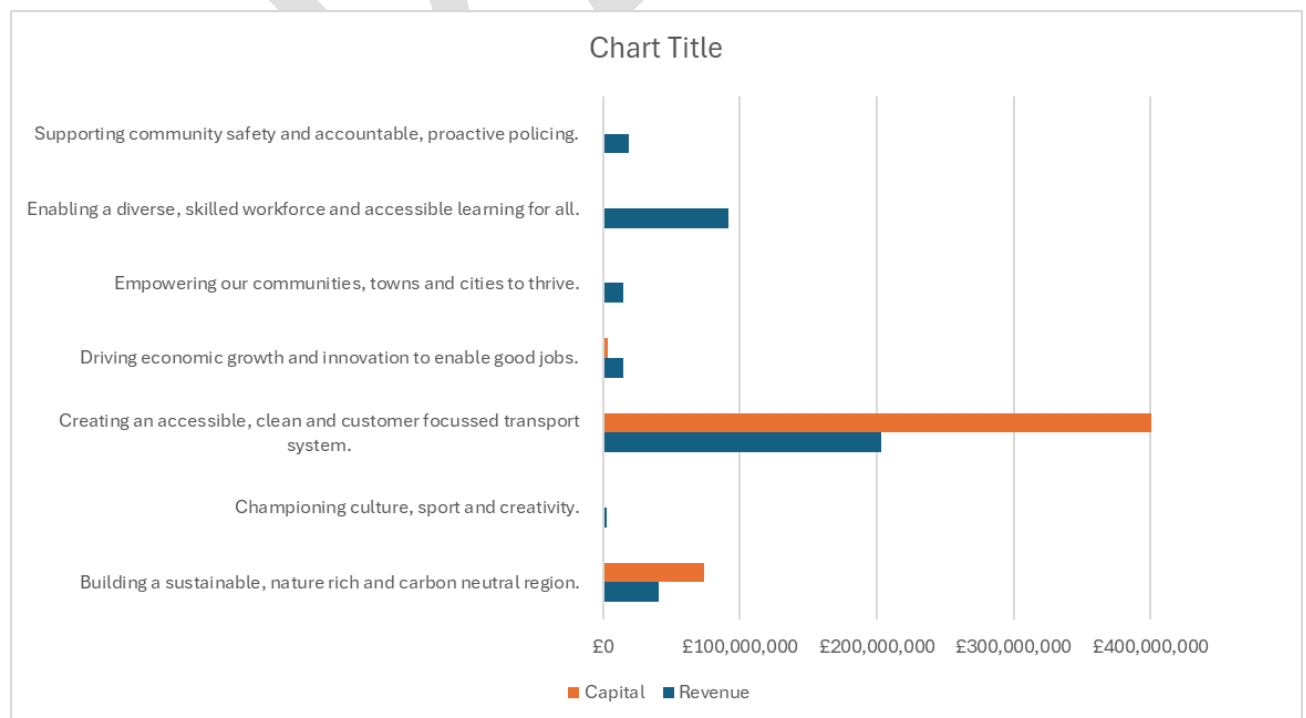
Our vision for West Yorkshire cannot be achieved in isolation. Partnership is at the heart of everything we do. Our partnership of six with our local authorities is fundamental to our approach. The Combined Authority also engages with local residents and businesses and works with other organisations in West Yorkshire to develop, shape and deliver our policies, services and projects. In West Yorkshire we have a proud history of partnerships which we continue to harness, bringing our passion and pride along with local, national, and international partners to build success. The strength of partnership between the public and private sector is something we are particularly proud of. We work collaboratively to help create the right conditions for investment and jobs to flourish, and through our trusted and established partnerships, we will harness our assets to create a brighter West Yorkshire which works for all.

West Yorkshire is a trusted partner that delivers. The Combined Authority and partners are therefore keen to be in the next wave of further devolution to enable our ambitions to be delivered.

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.

Corporate Objective	Revenue	Capital	Total
Building a sustainable, nature rich and carbon neutral region	£40,808,000	£73,880,000	£114,687,000
Championing culture, sport and creativity	£3,075,000	£0	£3,075,000
Creating an accessible, clean and customer focussed transport system	£203,257,000	£400,672,000	£603,929,000
Driving economic growth and innovation to enable good jobs	£14,798,000	£3,765,000	£18,563,000
Empowering our communities, towns and cities to thrive	£14,562,000	£0	£14,562,000
Enabling a diverse, skilled workforce and accessible learning for all	£91,842,000	£0	£91,842,000
Supporting community safety and accountable, proactive policing	£19,161,000	£0	£15,929,000
Total	£387,503,000	£478,316,000	£865,819,000



Please note for Corporate Objective 'Supporting community safety and accountable, proactive policing' the budget for West Yorkshire Police is not included.

The Combined Authority (To be amended post election)

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, opposition members, plus York and the WY Business Board Chair representing views of business.

This is membership at time of publishing our Corporate Plan. Membership may be subject to change from June 2024.

Tracy Brabin (Mayor, CA Chair)

Councillor James Lewis (Leader, Leeds City Council and Deputy Mayor / CA Deputy Chair)

Councillor Susan Hinchcliffe (Leader, Bradford Council)

Councillor Jane Scullion (Leader, Calderdale Council)

Councillor Cathy Scott (Leader, Kirklees Council)

Councillor Denise Jeffery (Leader, Wakefield Council)

Councillor Clair Douglas (Member for York, non-voting)

Councillor Rebecca Poulsen (Bradford, Conservative Balance Member)

Councillor Sue Holdsworth (Kirklees, Liberal Democrat Balance Member)

Councillor Alan Lamb (Leeds, Conservative Balance Member)

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

All decisions taken – including those relating to investment - are approved at public Combined Authority meetings which take place six 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.

West Yorkshire Business Board (formerly the LEP Board)

The West Yorkshire Business Board (WYBB), formerly known as the Leeds City Region Enterprise (LEP) Board, is led by a private sector chair and brings together business, council, voluntary and community sectors and university leaders.

This is membership at time of publishing our Corporate Plan. Membership may be subject to change from June 2024.

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

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

Asma Iqbal – Chadwick Lawrence (Board Diversity Champion)

Jane Atkinson CBE – Enfinium

Fara Butt – Shire Beds

Nicky Chance–Thompson MBE – Piece Hall

Aaron Holt – Holdson

Lisa Johnson – Starship Technologies

Annette Joseph MBE – Diverse & Equal

Sherin Mathew – AI Tech UK

Kamran Rashid –The Socially Conscious Company

Natalie Sykes – James Wilby

Kully Thiarai – Creative Director and CEO, Leeds 2023

Barney Mynott – Advisory Representative (West Yorkshire Business Groups)

Mayor Tracy Brabin – Mayor of West Yorkshire

Councillor Susan Hinchcliffe – Leader, Bradford Council

Councillor Jane Scullion – Leader, Calderdale Council

Councillor Cathy Scott – Leader, Kirklees Council

Councillor James Lewis – Leader, Leeds City Council

Councillor Michael Graham – Wakefield Council

Councillor Claire Douglas – City of York Council

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.

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

Vacant - Director of Transport Policy and Delivery

Luke Albanèse – Director of Mass Transit

Caroline Allen – Monitoring Officer and Deputy Director of Legal, Governance and Compliance

The New Organisational Structure

We are making significant changes to our organisation to ensure that we are focussed on delivering outcomes for West Yorkshire. This has included changing our organisation's operating model and structure to ensure that the outcomes we are trying to achieve, rather than processes, drive our work. This reflects the significant growth and changes in our organisation which have come about with devolution and the increased powers, responsibilities and funding we have.

These changes mean:

- We have clear and accountable leadership, enabling us to proactively influence government and work with our partners to achieve outcomes for West Yorkshire communities and businesses.
- There is greater coherence between our vision, mission and outcomes – meaning all colleagues within our organisation can directly link their role with the outcomes we are trying to achieve.
- We have a robust and realigned corporate centre, which is fit for the future demands of the organisation.

Corporate Centre

In 2024-25 we will further develop our corporate centre in order to:

- Lead – to set strategy based on evidence, communicate, report and evaluate
- Enable – to provide essential services that support delivery
- Protect – to manage financial, legal and reputation risk

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

Key priorities for the coming year include:

- Continuing to drive culture change to focus on the delivery of outcomes for the people of West Yorkshire, whilst ensuring good governance and delivering productivity and efficiency gains.
- Providing legal, financial, technological and commercial support for transport reforms including the bus market (subject to decision) and mass transit.
- Continuing to develop our people through an attractive employment offer, focus on learning and development, and delivery of actions to become a more diverse, equitable and inclusive employer – and the development of a longer-term workforce plan.
- A commercial approach that supports delivery of outcomes, delivers value for money, and provides an increased focus on social value through the supply chain to benefit the region and delivery net zero ambitions.
- Streamline the assurance and appraisal system.
- Developing our Medium-Term Financial Strategy to inform investment decisions, aligning to corporate and regional objectives.
- Deliver technological improvements to the systems for providing bus information to passengers in West Yorkshire.
- Ensure that the CA systems are built to enable the delivery of outcomes whilst protecting the organisation from cyber security threats.

With the organisational changes, we are looking to increase our effectiveness at delivery, via greater alignment with missions, greater empowerment, a stronger focus on outcomes, and deeper partnership working.