



Vision	<p><i>Our region will be recognised globally as a place with a strong, successful, inclusive economy where world-class transport, skills and digital connectivity enables everyone to build great businesses, careers and lives</i></p>						
Mission	<p>Developing and delivering economic and transport services, schemes and programmes in partnership with the public and private sectors, focussing on transport, skills, business support and digital connectivity</p>						
Aims	<p>Boosting Productivity Helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape.</p>	<p>Enabling Inclusive Growth Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic.</p>	<p>Delivering 21st Century Transport Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.</p>	<p>Tackling the Climate Emergency Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.</p>	<p>Ensuring Effective and Efficient Policing Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire.</p>	<p>Delivering Efficiently Empowering the region by delivering the devolution deal and driving efficiencies in our operations.</p>	
Objectives <i>(What we want to achieve in 2021-22)</i>	<ol style="list-style-type: none"> 1. Implement the Covid Economic Recovery Plan and respond to the challenges/opportunities of Brexit, providing intensive support to businesses. 2. Ensure successful commissioning and delivery of Adult Education Budget services. 3. Support people to access employment or re-train, through Employment Hub, [re]Boot & Future Goals programmes. 4. Implement new investment and placemaker funds with a focus on start-ups & scale-ups post-Covid. 5. Broker employment/apprenticeship opportunities to aid recovery through Schools Partnership, Skills for Growth & Levy Transfer Services. 6. Support delivery of 187,500 square feet of commercial space through the Enterprise Zones programme. 	<ol style="list-style-type: none"> 1. Focus on reducing inequalities in our communities, including those caused by the Covid pandemic, across all our services/functions. 2. Improve attainment and ambition among our most disadvantaged young people, working closely with schools/colleges to aid recovery. 3. Expand affordable ticketing to under 25's, jobseekers and those without bank accounts, reducing inequalities heightened by Covid. 4. Enable older and disabled people to access free/discounted travel. 5. Fund socially necessary bus services, safeguarding community connectivity in a post-Covid funding environment. 6. Deliver superfast broadband connectivity to over 40,000 premises in disadvantaged areas. 	<ol style="list-style-type: none"> 1. Work with partners to rebuild confidence in public transport and ensure it is fit for purpose post-Covid. 2. Lead work on bus reform to drive up standards of bus travel, ensuring passenger safety post-Covid. 3. Answer over 1 million travel enquiries and improve passenger information including on-street real time displays. 4. Influence Government on major strategic rail investment including HS2 and Northern Powerhouse Rail. 5. Further develop mass transit proposals for West Yorkshire. 6. Continue delivery of transport infrastructure projects/programmes to promote sustainable travel choices. 7. Enhance the MCard mobile app and adapt Travel Centres to offer new products for a changed market. 	<ol style="list-style-type: none"> 1. Ensure a green recovery from Covid and accelerate plans for a net zero carbon economy by 2038 at the latest. 2. Deliver a programme of carbon and waste reduction initiatives at all Combined Authority facilities. 3. Provide support and advice to businesses to help them to introduce energy efficiency measures. 4. Support businesses to implement sustainable travel plans through the Travel Plan Network. 5. Enable further low carbon schemes to be supported by the Energy Accelerator. 6. Implement the Connectivity Strategy and pipeline, promoting active & decarbonised travel. 	<ol style="list-style-type: none"> 1. Oversee progress against the Police and Crime Plan, ensuring proactive monitoring and transparent reporting. 2. Commission targeted services to increase community safety and support victims of crimes, ensuring these demonstrate value for money. 3. Work with community safety and criminal justice partners to ensure joined up local priorities. 4. Provide strategic financial oversight to ensure appropriate use of the policing budget and to address the financial implications of the Covid pandemic. 5. Ensure meaningful and inclusive community engagement on policing and crime issues. 	<ol style="list-style-type: none"> 1. Embed the new Mayoral Combined Authority model and decision making arrangements to drive better local outcomes. 2. Integrate the Office of the Police and Crime Commissioner into the organisation, with a focus on effective service delivery. 3. Improve diversity both within our organisation and in terms of the services we provide. 4. Influence the shape & size of future regional funding and secure additional powers for the region. 5. Embed the new Single Investment Fund. 6. Implement an enhanced Assurance Framework, ensuring robust appraisal of projects and programmes funded by the Combined Authority. 	
Enablers <i>(What will help us)</i>	<p>Our people</p> <p>Improve diversity in our workforce. Embed our values to drive culture change. Integrate OPCC colleagues, harnessing their skills and expertise. Embed flexible working practices post-Covid. Refresh corporate learning & development.</p>	<p>Our partnerships</p> <p>Further strengthen partnerships with our Local Authorities and other local stakeholders, to improve ways of working under the devolved model. Embed a consistent regional voice to contribute to national debates.</p>	<p>Our systems</p> <p>Digitising key processes to improve efficiency. Achieve the highest standards of governance and transparency under the MCA model. Integration of OPCC systems and processes. Strengthen appraisal and evaluation across our capital portfolio.</p>	<p>Our resources</p> <p>Realise the benefits of the refurbished Wellington House for staff and partners. Embed new technology to improve efficiency, reduce carbon and support inclusive growth. Rigorous financial management to meet the implications of the Covid recovery.</p>	<p>Our Values</p> <ul style="list-style-type: none"> ➤ Working together ➤ Working intelligently ➤ Championing our Region ➤ Positive about change ➤ Easy to do business with 		
Key risks, issues and assumptions	<p>Long term financial implications of the Covid pandemic and associated recovery ➤ Impact of the EU exit on our businesses, our services and our supply chain ➤ Striking a balance between Covid recovery, clean growth & improved productivity ➤ Embedding the MCA model and the new partnership of the MCA and West Yorkshire local authorities</p>						
How we will measure success	<p>Key performance indicators across all priorities, reported quarterly to the Combined Authority and LEP Board Detailed indicators currently in development</p>						

