



Tracy Brabin  
**Mayor**  
of West Yorkshire

**West  
Yorkshire**  
Combined  
Authority

Working in  
partnership  
with the



**Leeds City Region  
Enterprise  
Partnership**

West Yorkshire  
Combined Authority

**Corporate Plan 2021-22**

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# Foreword



## **As Mayor of West Yorkshire and Chair of the Combined Authority, I want our region to be a place where there are no barriers to getting on and succeeding in life.**

Whether studying and training to advance a career, or starting and growing a business, or enjoying the quality of life our region has to offer, I want everyone from our vibrant, diverse communities to have the opportunity to make a difference, lead their best life and enjoy the benefits of a strong, growing economy.

But we cannot ignore the many challenges the pandemic has created. While many businesses and individuals have adapted with incredible flexibility and positivity, the last year has seen a sharp rise in unemployment, many workers across our region placed on furlough and our young people's education disrupted.

The effects of the pandemic will be felt for a long time to come, and without targeted support to help people back into work and build new skills, we risk damaging the life chances of an entire generation.

This Corporate Plan sets out the Combined Authority's ambitious plans to tackle these and other challenges facing our region over the coming year and beyond, as well as fulfilling my manifesto pledges.

The Combined Authority, Leeds City Region Enterprise Partnership (LEP) and our partners across the region have worked hard to support people and businesses through the pandemic, support our key workers by keeping the transport network running and to save and safeguard as much of the region's economy as we can.

Now our attention has turned to making sure our recovery is as strong as it can be, as we reimagine and reinvent our region for the changing world and create a resilient, fair economy and society that works for everyone.

We want to build an inclusive, tolerant region where everyone has access to good jobs, education and leisure, linked by a modern, efficient transport network.

Where strong businesses and good employers recognise and develop the potential of their workforce to invest in a brighter future.

And where we take a leading role in our responsibilities for tackling the climate and environment crisis by delivering on our ambition of becoming a carbon net zero economy by 2038.

**Tracy Brabin**  
Mayor of West Yorkshire



# About the West Yorkshire Combined Authority



## The Mayor of West Yorkshire

In May 2021, Tracy Brabin was elected Mayor of West Yorkshire, representing the interests of 2.3 million people across the region. The Mayor has responsibility for transport, housing and planning, and finance powers, as well as the functions of the Police and Crime Commissioner, supported by an appointed Deputy Mayor for Policing and Crime, Alison Lowe OBE.

As the Chair of the Combined Authority and Leeds City Region Enterprise Partnership (LEP), the Mayor works with partners across the region and beyond to deliver regeneration and economic development, and co-ordinate the long-term programmes that will transform West Yorkshire.

The Mayor also brings the region greater influence within Government at national level, including on economic recovery, the power to shape Government policy and access further funding.

## West Yorkshire Combined Authority

With the Mayor of West Yorkshire as its directly-elected chair, the West Yorkshire Combined Authority brings together the local authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield, working in partnership with the LEP and the City of York.

This way of working combines the insights and benefits of private sector knowledge and expertise through the LEP with robust, transparent, public sector governance, accountability and oversight from the Combined Authority. This is important as the region takes on further devolved powers and funding from central Government.

Together, we are working hard to make our region be recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and lives supported by a sustainable environment and world-class infrastructure.

It means we can put the long term needs of our communities and the people who live and work in West Yorkshire at the heart of everything we do, ensuring we can support inclusive growth and supporting the needs of our region's employers.

We also play a central role in travel across West Yorkshire, operating the Metro network of almost 14,000 bus stops, travel centres and public transport information across the region, and working closely with West Yorkshire bus operators to improve services and the bus network.

Metro supports free and subsidised travel, concessionary fares, transport to and from school for more than 40,000 West Yorkshire pupils, and manages the MCard travel card.





## Policing and Crime

The election of the Mayor has changed the way police and crime matters are overseen in West Yorkshire, with the Mayor taking on the functions of what was the Police and Crime Commissioner.

The Mayor of West Yorkshire does not run the police, but is the voice of the people and holds the Chief Constable to account, helping to make the police answerable to the communities they serve and to provide stronger and more transparent accountability.

The Mayor will ensure community needs are met as effectively as possible and foster local relationships through building confidence. The Mayor and the police work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

## Deputy Mayor for Policing and Crime

Alison Lowe has been appointed Deputy Mayor for Policing and Crime (DMPC), working with the Mayor to oversee policing in the region, on behalf of the public.

Alison has worked in the voluntary sector for 30 years, combining this with an interest in local politics and community involvement. She represented Armley on Leeds City Council from 1990 to 2019, as well as serving as Chair of the West Yorkshire Police and Crime Panel for five years. Most recently she was Chief Executive at Touchstone, a mental health and wellbeing charity based in West and South Yorkshire.

Key functions of the DMPC include commissioning services to support those harmed by crime and reduce reoffending, consulting the public to ensure that their views and priorities are taken into account, and strengthening links such as inclusive growth and community safety and cohesion.

The DMPC role is a senior appointment with substantial delegated authority from the Mayor covering policing and crime. Under the Policing Protocol Order 2011 there are a number of policing and crime duties that cannot be delegated and the Mayor will retain responsibility for them.

### These are:

- Setting the policing budget and precept
- Production of a Police and Crime Plan for West Yorkshire
- The appointment and dismissal of a Chief Constable



## Fulfilling the promise of devolution

In March 2020, our region's leaders signed the landmark West Yorkshire devolution deal with government: the largest ever of its kind.

As well as a directly-elected Mayor to champion our region, devolution has unlocked significant new funding and powers. It means that decisions currently taken in London will be taken in West Yorkshire, by people who know and understand our region, and we are able to invest in better transport, skills, housing and regeneration.

Already, funding secured through the devolution deal is making a difference to the lives of people across West Yorkshire and fulfilling pledges made by the Mayor.

### The Combined Authority has agreed to:

- Support local authority partners' COVID-19 recovery plans with £5 million in emergency funding
- Invest £13.5 million in skills, training and employment support
- Encourage a new generation of entrepreneurs and business leaders with a package of measures worth at least £6 million
- Invest up to £600,000 over the next three years to develop a Fair Work Charter for West Yorkshire
- A £500,000 fund to support the region's important creative and cultural sector as it recovers from the pandemic
- Invest up to £500,000 to develop a support package for people aged 16-30 to help improve skills and find good jobs in the green and digital sectors
- Make available up to £1 million to start the process of bringing buses back into public control through franchising





## Working hard to secure a strong recovery

The pandemic has had a severe impact on our region. At its peak, unemployment levels in West Yorkshire almost doubled from their pre-pandemic levels. The number of people claiming unemployment benefits was 57,085 in March 2020 then rose to 108,065 at its peak in April 2021. Without assistance through the furlough scheme, undoubtedly these figures would have been far higher.

Our efforts have focused on protecting jobs and livelihoods by helping businesses remain open and adapt to the changing circumstances, while laying the foundations of a strong recovery that will allow everyone to achieve their potential and enjoy the best quality of life. Working with our partners across the region, we have supported thousands of businesses with advice, guidance and financial assistance.

As we look to support the recovery and ensure the long-term economic prosperity of our region, improving skills is one of the most powerful tools we have available. We are putting in place support to help people find new jobs and build the skills needed for the kinds of roles that will be in demand as the economy changes.

But we know there is more we can – and must – do to overcome the significant health, social and environmental challenges and entrenched disadvantage faced by too many people in our region, which has been exacerbated by the pandemic.

We are working tirelessly to make sure our recovery is as strong as it can be, and that everyone has the opportunity to share the benefits of economic growth and prosperity.

# Strategic Economic Framework

**In 2020, the Combined Authority and the LEP published the new West Yorkshire Strategic Economic Framework (SEF), bringing together our ambitious priorities, policies and strategies for the region under a single banner.**

Implementing the Strategic Economic Framework will allow us to tackle the challenges we need to overcome if we are to offer high quality of life to everyone in West Yorkshire.

We need to invest more in skills, infrastructure and innovation to boost living standards, and ensure that all parts of our region are able to enjoy the benefits of a strong economy.

Our transport network must be fit for the needs of the 21st century, connecting our communities, making it easier to get to work, do business and connect with each other.

We must also make sure economic growth is not at the expense of the environment and does not stand in the way of tackling the climate emergency and becoming a net zero carbon economy by 2038.

The Strategic Economic Framework will drive all future investment and decision-making across the region and ensure that all our activities directly contribute towards meeting the Combined Authority and the LEP's goals for West Yorkshire, with the flexibility to change in response to circumstances.

The response to the COVID-19 pandemic has shown that we need to be agile in our approach and able to move quickly to support people and businesses across our region. The SEF has been designed to facilitate this way of working.

Over the coming year we will be reviewing and updating the SEF further to ensure it reflects the changing functions of the Combined Authority and the Mayor.



You can find out more about our ambitions for the ongoing transformation of West Yorkshire, our priorities and how we will achieve this at: <https://www.westyorks-ca.gov.uk/sef/>

## Our work focuses on the following key areas...



### Boosting productivity

Helping businesses to grow and invest in the region and their workforce, to drive economic growth, increase innovation and create jobs.



### Enabling inclusive growth

Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns.



### Delivering 21st century transport

Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.



### Tackling the climate emergency

Growing our economy while cutting emissions and caring for our environment.



### Policing and Crime

Responsibility for exercising the functions of the Police and Crime Commissioner in West Yorkshire transferred to the Mayor of West Yorkshire on 10 May 2021.



A nighttime aerial view of a city, likely Leeds, with numerous illuminated buildings and streets. A large teal graphic element curves across the left side of the image, partially obscuring the city view.

# Our achievements and goals

**The ways we live and work saw unprecedented challenges and changes in 2020-21.**

The Combined Authority, the LEP and our partners across the region adapted rapidly to the ever-changing situation, bringing in new ways of working, introducing new support programmes and planning for the future beyond the pandemic.

We were also hard at work preparing to become a Mayoral Combined Authority to maximise the opportunities presented by our devolution deal and deliver more for our communities.

In 2021-22 we have committed to delivering against our priorities and tackling the ongoing challenges created by the COVID-19 pandemic, so we can build a stronger, more resilient economy and make sure everyone has the opportunity to lead the best possible life as our region recovers.

As we welcome our region's new Mayor, this corporate plan also reflects work we are undertaking in 2021-22 to fulfil Mayoral pledges.





# Boosting productivity

## Helping businesses to grow and invest in the region and their workforce, to drive economic growth, increase innovation and create jobs.

Good jobs and strong businesses are fundamental to making ours a productive economy that works for everyone. Improving productivity means working smarter and more efficiently, and will lead to higher incomes and improved living standards for everyone who lives in our region.

If we can bring West Yorkshire's productivity up to the UK average (mapping from 2007 to present day), it could add £10 billion to the region's economy, bringing the value up of West Yorkshire's economy up to £68 billion.

We are committed to supporting our region's businesses as they recover from the pandemic and to making sure everyone can find the right skills and training to help them get on in life.

Over the long term, we want to grow our region's economy, by supporting our region's businesses, helping people to create new businesses and attracting employers to our region, and increasing the value of goods and services that they sell to the rest of the UK and internationally.

We want to foster innovative, forward thinking businesses that create new, skilled jobs and invest more in new processes, ways of working, products and technologies. We also recognise and value the contribution West Yorkshire's cultural sector makes to our economy and wellbeing.

As the world continues to change, having the right skills and technology will be paramount. We want to increase the number of people qualified at level 4 or above, and make sure that everyone can access and use digital connectivity, through superfast broadband internet and 4G and 5G mobile coverage.

### In 2020-21 we have:

- Set out an ambitious vision for the future of our region beyond the pandemic with the development of the West Yorkshire Economic Recovery Plan, and invested £24.5 million to implement key elements while seeking support from the Government to unlock its full potential
- Provided funding, advice or one-to-one business coaching and professional mentoring to help over 3,500 businesses respond to the challenges of the pandemic
- Delivered almost £3.5 million in grants to around 1,500 small businesses to help them improve resilience, adapt products and services to reach new customers and markets and update ICT equipment and software
- Published the final recommendations of the Future-Ready Skills Commission, incorporating its key recommendations into our adult skills and education plans and influencing national policy



- Continued to connect hard-to-reach and disadvantaged areas to full fibre broadband so all communities can benefit from high-speed internet access, so far almost 40,000 properties have been connected
- Brought together business, education, communities and charity leaders to improve digital skills across our region with the launch of the West Yorkshire Local Digital Skills Partnership – an element of our devolution deal
- Worked with local employers to pledge over £1.3 million to fund local apprenticeship opportunities through our Apprenticeship Levy Transfer Service

**Over the next 12 months we will:**

- Help people find and retain good jobs, with support to access employment opportunities and retrain through our Employment Hub, [re]boot and FutureGoals programmes – particularly those in sectors most affected by the pandemic
- Take over responsibility for the region's £65 million Adult Education Budget from August 2021 and continue our successful track record of delivery agreements with colleges so courses offer in-demand skills

- Boost employment and apprenticeship opportunities through the Schools Partnership, Skills for Growth and Levy Transfer Services
- Continue to develop and implement the West Yorkshire Economic Recovery Plan, including supporting people to start and grow new businesses and create good jobs
- Help businesses to recover from the COVID-19 pandemic and respond to the challenges and opportunities of the UK's changing international trading relationships

## Delivering on Mayoral pledges

- ✓ Support local businesses and champion our regional economy
- ✓ Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work
- ✓ Lead a Creative New Deal to ensure our creative industries are part of the broader recovery strategy
- ✓ Create 1,000 well paid, skilled jobs for young people



# Delivering 21st century transport

## **Creating efficient transport infrastructure to link our communities, making it easier to get to work, do business and connect with each other.**

As our region recovers from the pandemic, we are investing in our transport network to tackle congestion on our roads, poor air quality, overcrowding on public transport, and encourage people to choose cycling and walking.

With our partners, we are laying the foundations for a clean, efficient transport infrastructure that connects our communities, making it easier to get to work, education, do business and brings people together.

Over the long term, we want to bring about a change in the way people travel. We want to build a region where owning a car isn't necessary to access good quality jobs and where people choose active and sustainable forms of transport, including walking and cycling, buses and trains.

We also want to create a safer environment for all road users, and see increased levels of satisfaction with the state of our roads and highways, and the quality of bus and rail services in the region.

## **In 2020-21 we have:**

- Made sure public transport has remained available for critical workers during the pandemic by working with bus and rail operators, supported additional capacity where needed for social distancing and improved real-time travel information to help people travel when services are less busy
- Capped travel costs for under-19s with our Fare Deal for Young People, which guarantees they will pay no more than £1.20 for a single bus journey throughout the region under a new simplified single fare structure
- Responded to changing commuter patterns with flexible ticketing that allows passengers to buy blocks of tickets to use as they are needed through our MCard mobile app
- Developed a COVID-19 Transport Recovery Plan and set out our long-term plans for a transport network to connect all West Yorkshire's communities to jobs, education and opportunity, including a new mass transit system
- Continued to make the case to government that HS2, Northern Powerhouse Rail with a line connecting Leeds to Manchester via Bradford, as well as the upgrade to the Transpennine line, are vital for the future prosperity of our region





- Started to deliver projects through the £317 million Transforming Cities Fund, which will promote public transport, cycling and walking and reduce our reliance on the car

**Over the next 12 months we will:**

- Aim to answer over one million travel enquiries and improve passenger information including on-street real time displays
- Continue to improve our MCard mobile app and adapt our Travel Centres to offer new products that meet the changing needs of the way people travel after the pandemic
- Ensure our region's transport network recovers from the impact of COVID-19 and make sure the bus network offers safe, affordable travel that meets the needs of our communities

- Reduce long-term reliance on the car by delivering ambitious improvements to transport infrastructure through the £317 million Transforming Cities Fund and our CityConnect programme
- Continue to develop plans for a West Yorkshire mass transit system and work with our partners to make the case for a replacement to the HS2 and Northern Powerhouse Rail schemes



## Delivering on Mayoral pledges

- ✓ Bring buses back under public control, introduce simpler fares, contactless ticketing and greener buses



# Enabling inclusive growth

## **Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities.**

For all of West Yorkshire's success over the past decade, some of our communities still face ingrained challenges and lower than average levels of skills, health and overall standards of living

Many of these communities have also been disproportionately impacted by the pandemic and there is a risk that they will fall further behind as the country emerges from COVID-19. Enabling inclusive growth and reducing the inequalities experienced within West Yorkshire are essential if we are to level up and give everyone the opportunity to lead the kind of life they aspire to.

This means making sure everyone has the opportunity to access training and develop skills, find good, secure jobs, and get on in life.

Creating more jobs and helping more people into work, including closing the employment gap for disadvantaged groups across the region, helping more people into apprenticeships and reducing the number of young people not in education, employment or training (NEETs).

We want to increase the proportion of people in West Yorkshire in quality work, boost digital skills and reduce the number of jobs paying below the Real Living Wage, while also reducing the number of people with no qualifications or qualified to GCSE-level or below.

We also want to help the construction of more, sustainable houses to ensure that housing – whether rented or owner-occupied – is affordable, and reducing the level of households in fuel poverty. Ultimately, improving inclusive growth across a range of measures will help improve average life expectancy across the region, both closing the gap between our most and least deprived areas and with the rest of the UK.

### **In 2020-21 we have:**

- Put the principles of inclusive growth at the heart of everything we do, so everyone can share in the benefits of the recovery, and agreed our long-term ambitions to tackle economic and social disparities in all our communities
- Started to develop a 'good work standard' for the region, to recognise employers that commit to good employment practices, such as paying a living wage, offering secure work, and development and progression



- Continued to keep bus services operating throughout the pandemic to meet the transport needs of our communities
- Developed lesson plans for use at home during the pandemic through our FutureGoals Remote programme, which have been accessed more than 2,300 times, and worked closely with schools and colleges to support our most disadvantaged young people
- Connected over 1,000 homes and businesses to superfast broadband

#### **Over the next 12 months we will:**

- Help 10,000 people affected by the pandemic to retrain and find new jobs with a £13.5 million investment in our successful [re]boot and Employment Hub programmes, using funding unlocked through the devolution deal
- Help our most disadvantaged young people achieve their goals by continuing to work closely with schools and colleges, and support SMEs to create more apprenticeship opportunities

- Ensure that affordable travel is available for everyone, particularly the under 25s, jobseekers and those without bank accounts, to reduce the inequalities heightened by the pandemic
- Offer free or discounted travel to older and disabled people and safeguard travel links between communities by funding socially necessary bus services
- Continue to improve access to superfast broadband connections to meet our goal of 40,000 premises in disadvantaged areas
- Start work on delivering up to 6,000 new affordable homes over the next four years through the £67 million Brownfield Housing Fund



### **Delivering on Mayoral pledges**

- ✓ Appoint an Inclusivity Champion to work to ensure that the region's recovery benefits us all





# Tackling the climate emergency

## Growing our economy while cutting emissions and caring for our environment.

The Combined Authority, the LEP and the five councils of West Yorkshire formally declared a climate emergency in July 2019, with the ambitious goal of becoming a net zero carbon economy by 2038 at the latest and with significant progress by 2030.

As we emerge from the pandemic, we are working to build a green recovery where everyone can benefit from the positive economic, health and environmental impacts of a net zero carbon economy.

Long term, we are working to help our region reduce its CO2 emissions, particularly in carbon-intensive industries, and improve the energy efficiency of industry, and commercial and residential buildings.

We also want to everyone to have easy access to well maintained green spaces and waterways where nature can thrive to help improve our environment and our quality of life.

As our region's recent history has shown, we must also work to reduce the flood risk that a significant number of our region's homes and businesses face.

## In 2020-21 we have:

- Continued to develop our roadmap to becoming a net zero carbon economy and understand the changes our region will need to make to buildings, industry, land use and agriculture, power, and transport to achieve this
- Helped 123 businesses to lower their carbon impact through the Travel Plan Network and the RE:Biz resource efficiency programme
- Supported 10 schemes to become more energy efficient and reduce their carbon emissions through our unique Energy Accelerator programme, to save 250,000 tonnes of CO2
- Promoted active and low-carbon travel options for all through CityConnect and Transforming Cities Fund projects and developed plans to further reduce carbon from our transport and road system
- Committed to replace our diesel vehicles with electric vans and purchasing 100% renewable energy in 2021 so we can reduce the carbon impact of our own activities
- Incorporated carbon reduction and increased recycling measures into schemes and contracts in bus stations for delivery during 2021 and Transforming Cities Fund projects



### Over the next 12 months we will:

- Ensure a green recovery from the COVID-19 pandemic and accelerate our plans for a net zero carbon economy by 2038 at the latest
- Help protect around 3,000 homes and over 1,000 businesses across Calderdale and Kirklees with a £1.7 million investment in natural flood management projects
- Reduce the amount of carbon we emit and waste we produce at all Combined Authority facilities and across all the programmes we invest in
- Install 88 electric vehicle charging points and ensure 5% of our region's taxis are electric powered by 2021
- Continue to help businesses become more energy efficient with support and advice, and support further low carbon schemes through the Energy Accelerator programme
- Support businesses to implement and active travel for their staff through the Travel Plan Network
- Promote active, low carbon and sustainable travel by implementing the Connectivity Strategy and pipeline

### Delivering on Mayoral pledges

- ✓ Build 5,000 sustainable homes including council houses and affordable homes
- ✓ Tackle the climate emergency and protect our environment



# Policing and Crime

## **The responsibility for exercising the functions of the Police and Crime Commissioner in West Yorkshire transferred to the Mayor of West Yorkshire on 10 May 2021.**

To provide stronger and more transparent accountability of the police, the Mayor of West Yorkshire holds the Chief Constable to account, helping to make the police answerable to the communities they serve.

The Mayor will ensure community needs are met as effectively as possible and foster local relationships through building confidence.

The Police and Crime team work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

The Mayor does not run the police – rather the role is to be the voice of the people and hold the police to account.

## **In 2020-21 we have:**

- Helped our funded services continue supporting their clients during COVID-19, providing grants through the Safer Communities Fund to help small-scale organisations to support their communities, developing projects which match the objectives of our Victims and Witnesses and Reducing Reoffending strategies, and continuing to build on the trailblazing work of the West Yorkshire Violence Reduction Unit
- Working with the Mayor, we've begun to deliver on her election pledges to recruit more frontline police officers and staff, and to work with stakeholders in the region to put keeping women and girls safe at the heart of my policing plan
- Another milestone was reached in realising the Mayor's pledge to place the safety of women and girls at the heart of her policing and crime plan, as West Yorkshire Police joined a number of other forces across the country, in recording instances of misogyny.





#### Over the next 12 months we will:

- Work alongside the Combined Authority, local Community Safety Partnerships, West Yorkshire Police and local groups on the £215K funding from the Home Office's Safety of Women at Night Fund. This will see a programme of interventions delivered between January and March 2022, with the aim of generating sustainable change. This includes: the introduction of a bus safety reporting tool; a male behaviour change campaign focusing on the night-time economy; active upstander training for night-time economy staff; and a pan-West Yorkshire Ask for Angela' campaign
- This will all work alongside the Safer Streets Funding received, which will improve women and girls' safety in parks and across educational institutions
- Continue to develop the Mayor's Policing and Crime Plan, which sets the strategic direction for West Yorkshire Police, community safety partners and commissioned services over the next three years. Once complete, this will set out the future approach and performance indicators by which its success will be measured

#### Delivering on Mayoral pledges

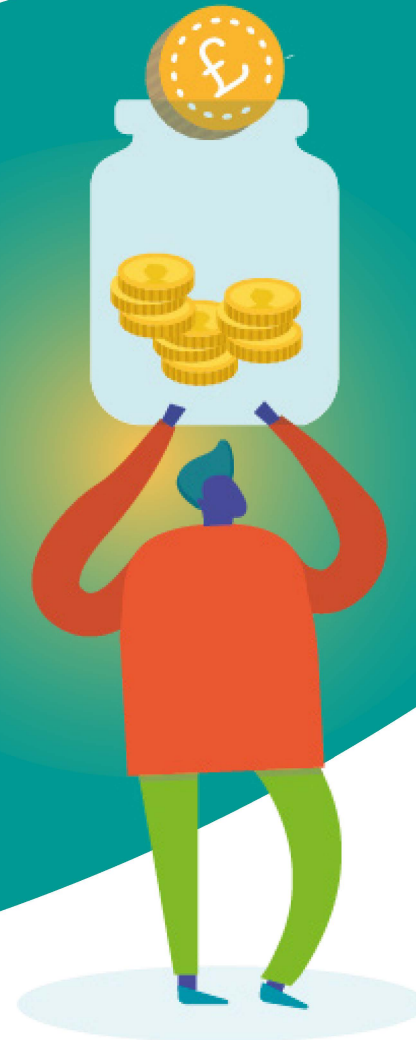
- ✓ Recruit 750 more frontline police officers and staff to fight crime
- ✓ Put keeping women and girls safe at the heart of the policing and crime plan

# Our finances

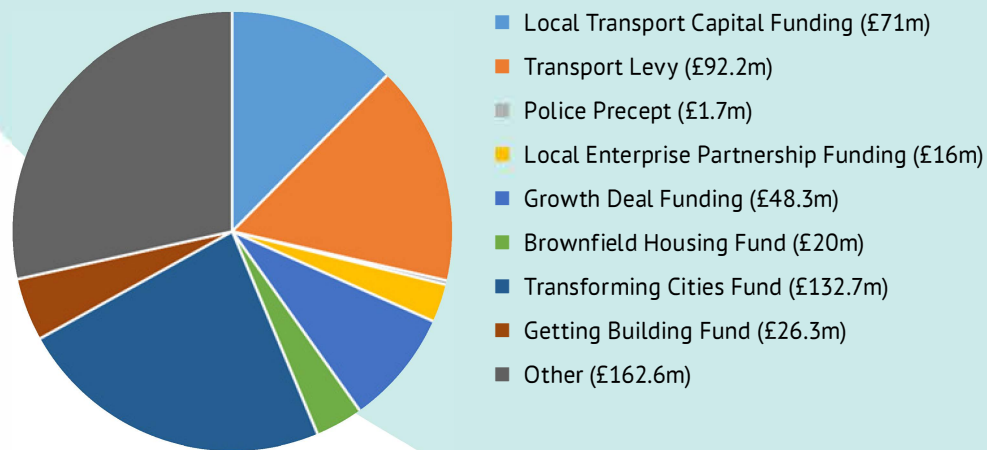
**Our income comes from a variety of sources, including successful, multi-million pound bids to central Government for funding.**

The largest portion of our annual revenue income comes from the transport levy, which our partner councils in West Yorkshire collect through Council Tax. Gross revenue expenditure for 2021/2022 has increased from £100.1 million to £147.1 million: this funds discounted travel and subsidised bus services for children, young people, older people and communities, as well as travel information, bus stations, stops and shelters. It also includes new expenditure on adult education and brownfield housing for which funding was secured as part of the devolution deal.

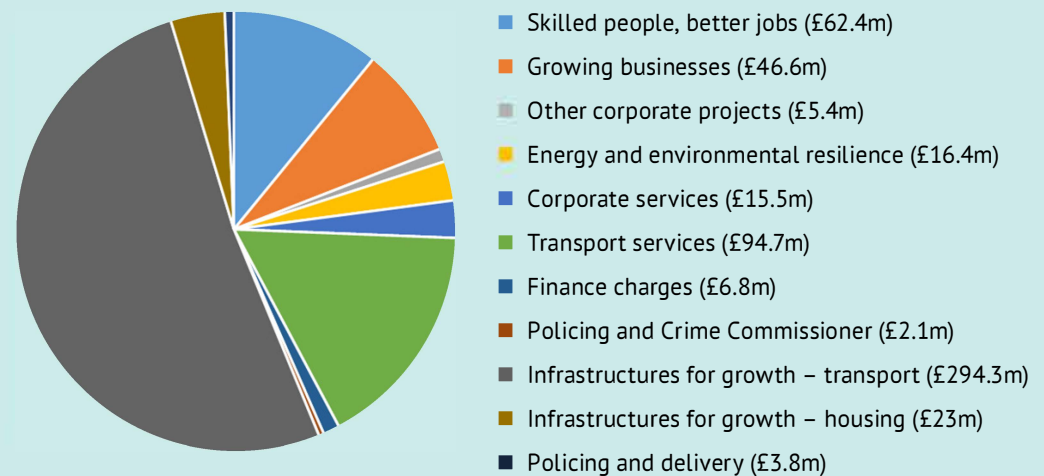
The transport levy remains at the same level as last year: £92.2 million. This enables a similar level of funding to be directed to protect front line services, particularly on bus services and concessionary travel as the industry enters a recovery phase. We continue to seek to make savings across all our service areas that offset unavoidable increases in our running costs due to rising inflation and business rates.



## Where our funding comes from (£569m)



## How we spend our money (£569m)



NOTE: Due to rounding, totals may not correspond with the sum of the separate figures.



# Our people and partnerships

The Combined Authority is made up the Mayor of West Yorkshire, as well as the elected leaders of Bradford, Calderdale, Kirklees, Leeds and Wakefield councils, other district councillor members, plus York and the LEP Chair representing the views of business.

## Mayor's Executive Powers

Under the Mayor's Executive Powers the following appointments have been made by the Mayor:

### Councillor James Lewis

Deputy Mayor  
Leader, Leeds Council

### Alison Lowe OBE

Deputy Mayor for Policing and Crime

### Mike Hawking

Mayor's Chief of Staff

### Tracy Brabin

Mayor of West Yorkshire (Chair)

### Councillor Susan Hinchcliffe

Leader, Bradford Council

### Councillor Tim Swift MBE

Leader, Calderdale Council

### Councillor Shabir Pandor

Leader, Kirklees Council

### Councillor James Lewis

Leader, Leeds City Council  
(Deputy Mayor)

### Councillor Denise Jeffery

Leader, Wakefield Council

### Sir Roger Marsh OBE DL

LEP Board

### Councillor Andrew Waller

Cllr for Westfield Ward (York)  
Member for York (non-voting)

### Councillor John Lawson

Councillor for Cleckheaton (Kirklees)  
Liberal Democrat Balance Member

### Councillor Rebecca Poulsen

Councillor for Worth Valley (Bradford)

### Councillor Matthew Robinson

Councillor for Harewood (Leeds),  
Conservative Balance Member

All decisions taken – including those relating to investment – are approved at meetings in public of the Combined Authority which take place six times a year.

The LEP Board, under a private sector chair, brings together business, council and university leaders – working with private sector businesses and industry bodies – to ensure that our work meets the needs of employers in the region. Its remit covers the whole of the Leeds City Region and also meets in public.

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**Sir Roger Marsh OBE DL (Chair)**

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

**Helen Featherstone**  
Deputy Director, Yorkshire  
Sculpture Park

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**Kate Hainsworth**  
CEO, Leeds Community  
Foundation, Diversity Champion

**Amir Hussain**  
CoE, Yeme Architects

**Rashik Parmar MBE**  
IBM Fellow and Vice President,  
Technology

**Professor Simon Pringle**  
Managing Director, Project Rome

**Kamran Rashid**  
Director, The Socially  
Conscious Company

**Mandy Ridyard**  
Finance Director, Produmax

**Mark Roberts (Deputy Chair)**  
Co-founder, Beer Hawk

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**Kully Thiarai**  
Creative Director and CEO,  
Leeds 2023

**Andrew Wright**  
Chairman, AW Hainsworth Ltd

**Councillor Susan Hinchcliffe**  
Leader, Bradford Council

**Councillor Denise Jeffery**  
Leader, Wakefield Council

**Councillor James Lewis**  
Leader, Leeds City Council

**Councillor Shabir Pandor**  
Leader, Kirklees Council

**Councillor Tim Swift MBE**  
Leader, Calderdale Council

# Senior leadership

**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 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 Managing Director, with each of the Directors having clearly defined areas of responsibility.

**For more information about our senior leadership, see <https://www.westyorks-ca.gov.uk/about-us/governance-and-transparency/senior-leadership-team/>**

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**Ben Still**  
Managing Director

**Angela Taylor**  
Director of Corporate and  
Commercial Services

**Alan Reiss**  
Director of Strategy,  
Communications and Policing

**Liz Hunter**  
Director of Policy and  
Development

**Dave Pearson**  
Director of Transport and  
Property Services

**Melanie Corcoran**  
Director of Delivery

**Brian Archer**  
Director of Economic Services

**Caroline Allen**  
Monitoring Officer



**West  
Yorkshire**  
Combined  
Authority

Working in  
partnership  
with the

**LEP** Leeds City Region  
Enterprise  
Partnership

# Working in partnership

Partnership working is at the heart of everything we do. In 2021-22, we'll continue to work with our partners to move further towards our vision for our region.

Combined Authority members:



Working with:



## West Yorkshire Combined Authority

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