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**West Yorkshire
Combined Authority**
Corporate Plan 2023–24



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Mayor's Foreword

Welcome to the 2023–24 Corporate Plan for the Combined Authority

Our vision is for a brighter West Yorkshire that works for all. I want our region to be healthier, happier and wealthier. A region that is better connected, with an affordable, reliable and efficient public transport network. A region that is safer and more sustainable. A region where equity, diversity and inclusion are present across all aspects of society.

This is a bold, long-term vision which will take a sustained effort to achieve over many years. Success will require working in partnership with our five local authorities, with the wider public sector, businesses, and community organisations. It will take hard work and a long-term commitment.

The Combined Authority's business plan sets out how we will contribute to our vision over the next twelve months. The interventions we will deliver, the services we will offer, and the future plans we will develop.

I am incredibly proud of the work we do, transforming lives and communities across our region. Over the last year, we have:

- Moved into the delivery phase of our Safety of Women and Girls Strategy, which was approved in November 2022
- Created a new Violence Reduction Unit response strategy 2023. 14,000 young people under 25 and 900 people over 25 have been reached and engaged with
- Provided energy efficiency advice to 150 homes in one of the most deprived wards in Bradford, to support with the reduction of fuel poverty
- Supported 4,609 small and medium-sized enterprises through the Growth Service model. Of the businesspersons leading the enquiry, 24.2% were from a BAME background, 50.8% were female and 33.1% were located in the 20% most deprived parts of the country
- Supported 1,610 small and medium-sized enterprises intensively to help them build resilience and grow in response to the impacts of COVID-19, EU Exit and recent global events
- Supported 848 prestart-up and start-up businesses of which 60.9% were female, 36% were from an ethnic minority background, and 11.9% were people with a disability



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- Assisted 247 businesses with overseas trade initiatives, improving the export performance of the region and encouraging businesses to internationalise.
- Created 1,701 jobs and safeguarded 110 by securing investment in West Yorkshire
- Supported 336 businesses to engage with employment and skills programmes
- Supported 57,515 adults to upskill, re-train or access employment/self-employment
- Incorporated a carbon impact assessment into our assurance process. This allows us to publish the results of the carbon impact of existing schemes, in order for us to understand how we are building a carbon neutral region
- Supported 100 Creative and Cultural industries businesses, freelancers and microbusinesses to help drive growth and establish an ecosystem for creative businesses
- Enabled 1,771 new homes on brownfield land. Of the 1,771 homes achieving indicative approval in 2022–23 approx. 427 are anticipated to be affordable across a range of tenures

In the year ahead, we will continue to deliver towards our vision for the region and on the ten pledges I made to the people of West Yorkshire when I was elected in 2021.

My commitment, and the commitment of the Combined Authority staff, remains undimmed.

We're working toward a brighter future for West Yorkshire, where everyone has the opportunity to flourish.



Tracy Brabin
Mayor of West Yorkshire



Chief Executive Foreword

This year will see the implementation of a series of changes that are deepening the Combined Authority's focus on delivering outcomes for the people of West Yorkshire.

As our business plans show, the Mayor's pledges and priorities are firmly embedded in the work of the organisation, alongside our cross-cutting focus on equity, diversity and inclusion (EDI), customer service and carbon reduction. Key strategic outcomes to be achieved this year include:

- Using the Bus Service Improvement Programme (BSIP) to deliver more bus services, and affordable fares, for the people of West Yorkshire
- Submission of the strategic business case for mass transit to the Government, to unlock the next phase of project development and investment
- Preparation of the 'assessment' to allow the Mayor to take a decision on West Yorkshire bus franchising in March 2024
- Going live with a 'Better Homes Hub' across West Yorkshire acting as a one-stop-shop for energy saving and the transition to net-zero energy sources for homes
- A renewed relationship with the private sector, as Government steps away from LEPs, allowing us to deepen and strengthen our private sector partnerships
- An increase in adults benefiting from adult education, especially in digital and low carbon relevant skills and vocational training
- Securing agreement to a Government 'trailblazer' deal to usher in the next phase of metropolitan English devolution

Alongside this, 2023–24 will see the implementation of two important outcomes within the organisation:

- Firstly our restructure will be completed, giving greater line-of-sight accountability between Directors and our business plan objectives, and giving us the capacity to deliver our expanded set of programmes. We will focus on emphasising our culture of empowerment across all our staff to deliver results, and being positive leaders of partnership working.
- Secondly we will be focused on longer term planning, especially a strategic financial investment plan and multi-year workforce strategy to guide our organisation over the coming years – bound into our cross-cutting themes of EDI, customer service and carbon reduction.

It will be another busy year for the Combined Authority, but one with clear ambition to deliver results for all the people and businesses of West Yorkshire.

Ben Still
Chief Executive,
West Yorkshire Combined Authority



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Our Vision and Our Mission

West Yorkshire Plan

This year we have been developing the West Yorkshire Plan to set out regional priorities and ambitions. The West Yorkshire Plan will set the trajectory for the long-term up to 2040 and reflect changes in the region including the devolution deal and new powers and funding that we have. The West Yorkshire Plan is being co-produced with partners, including the five local authorities, Combined Authority committee members, business groups, universities, and other stakeholders.

The West Yorkshire Plan sets out a shared vision, narrative, and set of missions for the region. The Plan includes five missions and associated targets that are aspirational and represent an ultimate ambition for West Yorkshire. 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 will strengthen our existing policy framework and sit at the top of a suite of policies and strategies aligned to areas of delivery. This will include the Local Transport Plan, the Economic Strategy (currently in development), the Climate and Environment Plan, and the Police and Crime Plan. Once approved by the Combined Authority, we will align our future corporate reporting with the missions and targets of the West Yorkshire Plan.

The Mayor of West Yorkshire, Combined Authority Board and LEP



The Mayor of West Yorkshire

Tracy Brabin was elected as Mayor of West Yorkshire in May 2021. Supported by Alison Lowe OBE 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 authorities 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.

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 LEP 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 LEP and City of York.

The Local Enterprise Partnership

The LEP Board, under a private sector chair, brings together business, council, voluntary and community sectors and university leaders – working with private sector businesses and industry bodies – to ensure that our work meets the needs of employers in the region.

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Policing and Crime

The Mayor is the voice of the people; she sets the strategic direction for policing and criminal justice partners through her Police and Crime Plan, she sets the police budget and she holds the Chief Constable to account – making policing answerable to the communities it serves.

The Mayor's pledge to put the safety of women and girls at the heart of the Police and Crime Plan sets out a clear vision to deliver long-term societal change. So far, the Mayor has invested over £2m to increase the number of Independent Sexual Violence and Domestic Violence Advisers and £655,000 towards improving the safety of parks and working with further education establishments to support women's safety and generate behaviour change in men. £215,000 has been invested in supporting the safety of women at night, including developing a bus-safety app, upstander training for night-time economy staff and support to the 'Ask for Angela' campaign. The Mayor commissions a range of services to support victims and witnesses, and works with partners in a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime and to take an early intervention and prevention approach.

Serious violence has been identified as a priority across West Yorkshire. The national Serious Violence Strategy published in 2018 allocated funding to 18 areas most affected by serious violence.

Over the last four years the Violence Reduction Unit has been a catalyst for partners to come together to develop our understanding of serious violence and test approaches to respond to the underlying causes, putting in place protective factors to reduce incidents and respond with a number of programmes and interventions.



Equity, Diversity and Inclusion

A key priority for 2022–23 was to develop an Equity, Diversity, and Inclusion (EDI) Action Plan to help deliver the Combined Authority’s vision to become a leader recognised nationally for our focus and commitment. This has now been published, with key targets and commitments being embedded across the organisation.

Equity, diversity and inclusion statement

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:

- 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
- All training for staff on EDI will be mandatory
- 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
- 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
- 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

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 equality objectives for 2022–2025 and will continue to address areas of improvement. Particular areas of focus in 2023 are:

- 1 Champion EDI externally and develop an excellent regional and national reputation
- 2 Consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs
- 3 Ensure our workforce reflects the diversity of West Yorkshire

Our Objectives

Everything the Combined Authority delivers contributes towards achieving our seven corporate objectives, centred around the goal of improving the lives of the people, businesses and communities that we serve across West Yorkshire.



1

Empowering our communities, towns and cities to thrive

2

Building a sustainable, nature rich and carbon neutral region

3

Creating an accessible, clean and customer focussed transport system

4

Supporting community safety and accountable, proactive policing

5

Championing culture, sport and creativity

6

Driving economic growth and innovation to enable good jobs

7

Enabling a diverse, skilled workforce and accessible learning for all

Through collaboration with our partners across West Yorkshire including local authorities, transport operators, businesses, schools, colleges and universities, we aim to provide excellent results for the people of West Yorkshire. Through this collaboration and consistently striving towards our corporate objectives we will:

- Create good jobs and resilient businesses to drive economic growth
- Provide training opportunities to increase skills and promote innovation across the region
- Accelerate infrastructure to create great places to live and work
- Tackle the climate emergency and ensuring West Yorkshire is environmentally sustainable
- Drive towards an efficient, world class transport system
- Allow creative industries to thrive and promote an inclusive culture
- Continue to enhance the safety of our communities through world class policing
- Enable the people of West Yorkshire to have an influence with national government

The Combined Authority has four cross-cutting aims which apply to all of our corporate objectives:

Tackling the Climate Emergency


Growing an Inclusive Economy

Embedding Equity, Diversity and Inclusion

Offering Great Customer Service

The next sections set out our goals for this year.

1



Empowering our
communities, towns
and cities to thrive



Mayoral pledge

Build 5,000 sustainable homes including council houses and affordable houses.

What is the Combined Authority's role

We lead thinking, developing compelling policies, strategies and programmes. We secure the investment and powers needed, delivering directly or through partners to transform our places and championing the region's interests locally, nationally and internationally.

What this means

Enabling resilient, well-designed, healthy, accessible and connected communities with good quality homes, in places where people want to live. Enhancing the sustainable vitality of cities and towns, accelerating delivery of flood risk management and protecting businesses.

- Enable 1,000 new homes on brownfield land by starting to enable work on site by 31st March 2024
- Progress the plans for British Library North
- Develop and agree with Government a West Yorkshire Investment Zone proposal
- Drive delivery with partners to secure 5,000 affordable and sustainable homes including with the West Yorkshire Housing Partnership and through the newly created Strategic Place Partnership with Homes England
- Provide funding to support local authorities to progress housing and employment sites
- Develop a Local Nature Recovery Strategy to drive nature recovery in our region and ensure inclusive access to nature

Committee

Place, Regeneration and Housing Committee

Portfolio Lead/ Chair,
Councillor Denise Jeffery



Building a sustainable,
nature rich and carbon
neutral region



2

Mayoral pledge

Tackling the climate emergency and protecting our environment.

What is the Combined Authority's role

We lead thinking, developing compelling policies, strategies and programmes. We secure the investment and powers needed, delivering directly or through partners to tackle the climate and environmental emergencies, and championing the region's interests locally, nationally and internationally.

What this means

Tackling the climate emergency through achieving net-zero carbon by 2038 (with the aim of making significant progress against this by 2030), promoting climate resilience and green recovery and ensuring that the transition to net zero carbon is fair and equitable.

- 300 tonnes of CO2 greenhouse gas emissions saved and 300k kWh of renewable energy generated
- Support 50 SMEs to embed sustainable travel into their operations
- 1,000 green jobs created
- Installations of Solar PV at seven bus stations, leading to a 10% reduction in carbon from land and property
- 111 Zero Emissions Buses ordered and delivered, associated electric vehicle charging infrastructure installed at three bus depots
- Commence nine natural flood management schemes
- Facilitate the delivery retrofit improvements for c.1600 homes through partnership working with registered partners

Committee

Climate, Energy and Environment Committee

Portfolio Lead/Chair,
Cllr Jane Scullion

Travel Centre

Service	Destination
229	Huddersfield
118	via Horbury
X6	Bradford Intc
28	Adel
33	Guiseley White X
72	Bradford Intc
36	Harrogate Bus Stn
254	Cleckheaton

COSTA

Creating an accessible,
clean and customer
focussed transport system



3

Mayoral pledge

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

What is the Combined Authority's role

We work in partnership with the West Yorkshire districts to provide strategic oversight relating to the bidding for and management of devolved transport funding, which in turn leads to project delivery. Through the Mayoral Transport Plan, we set the context for transport policy direction. We also play a role relating to the procurement of tendered bus services and defining the shape of future bus operations.

What this means

Connecting communities, making it easier to get to work, do business and connect with each other. Reforming buses and creating a mass transit system to make the transport system easy to use so that sustainable travel becomes the natural choice.

- Restore bus use to 2019 levels (276m passenger journeys per year) moving towards the Bus Service Improvement Plan target to increase bus patronage to 115% of 2019 levels by 2025
- Ensure at least 85% of MCard ticket sales (two million transactions) are made using the MCard Mobile app
- All bus services to accept contactless payment and mobile app tickets by the end of 2023
- Establish a team of 15 Police Community Support Officers by the end of August 2023 to support safer bus travel for people in West Yorkshire
- 10 projects completed on site, for example (but not limited to) Halifax Bus Station and White Rose Rail Station, providing real alternatives to car journeys to promote more sustainable transport options and reduce carbon emissions
- The Mayoral Transport Plan is in development. The first round of public consultation is planned for early 2024 and the West Yorkshire Rail Strategy consultation will be held over summer 2023
- The Strategic Outline Case for the first phase of the West Yorkshire Mass Transit system will be completed. The West Yorkshire Regional Transport Model will be developed ready for the subsequent development of the Outline Business Case for Mass Transit
- The Mass Transit concept route development will be completed to enable public consultation to progress on route options in the following year

Committee

Transport Committee

Portfolio Lead/ Chair,
Cllr Susan Hinchcliffe



Supporting community safety and accountable, proactive policing



4

Mayoral pledge

Putting the safety of women and girls at the heart of the Police and Crime Plan.

Recruit 750 more frontline police officers and staff to fight crime.

What is the Combined Authority's role

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. We also commission services to support those harmed by crime and reduce reoffending, consulting the public to ensure that their views and priorities are taken into account, strengthening links such as inclusive growth and community safety and cohesion. Through the Violence Reduction Unit, we work across local communities to tackle underlying causes of serious violence, helping to fund vital local projects that undertake positive preventative work with children and young people.

What this means

Providing strong and transparent accountability of the police. Working with the police and partners to ensure people and communities feel safe.

- Use the Police and Crime Plan to measure the performance of the Police, including holding the Chief Constable to account
- Recruit 750 extra officers and staff to improve the safety of women and girls
- Policing and Crime commissioning will allocate over £16m in funding for provision to support victims and criminal justice in 2023/24
- The Mayor's West Yorkshire wide Victim Support service will support approximately 90,000 victims of crime in 2023-24
- The Violence Reduction Unit will commission £2.2m worth of services to reach approximately of 5,000 young people
- Allocate over £2m in funding across communities from the Mayor's Safer Communities Fund to help to deliver the Police and Crime Plan, funded through assets retrieved from criminals through the Proceeds of Crime Act
- Hold the Chief Constable to account for improving the police workforce representation, focussing on the proportion of ethnic minority workforce and female police officers
- Work in partnership with community safety and criminal justice partners to ensure the delivery of the Mayor's Police and Crime plan and to facilitate the Mayor's duty to work in partnership

Accountability

Mayor Tracy Brabin

Deputy Mayor for Policing and Crime, Alison Lowe

5

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Championing culture,
sport and creativity



5

Mayoral pledge

Lead a creative new deal to ensure our creative industries are part of the broader recovery strategy.

What is the Combined Authority's role

To provide regional leadership and coordination of the culture, sports and heritage sectors in order to deliver the region's Culture, Heritage and Sports Framework.

What this means

Ensuring that everyone has access to participate in and experience cultural and sporting opportunities in the region. Putting culture and sport at the heart of the region's recovery and economic growth.

- Improving participation and ensuring the success of the 'Years of Culture', including Leeds 2023, Kirklees Year of Music 2023, and preparing for Bradford UK City of Culture 2025
- 20 mentees in creative industries to provide one-to-one mentoring and structured career advice and training
- 30 businesses in the creative sector (half of which will be led by people from under-represented groups) provided a programme of export support, creating global opportunities for these businesses
- Enabling 300 people (50% from under-represented groups) to be involved in a creative networking event, establishing a network of creative businesses across region
- 72 participants to be involved in the Mayor's Screen Diversity programme

Committee

Culture, Heritage and Sport Committee

Portfolio Lead/ Chair,
Mayor Tracy Brabin

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you came up with
ne to work with as a group



Driving economic growth
and innovation to enable
good jobs

Want to grow your workforce?

6

Mayoral pledge

Support local businesses and be a champion for our regional economy.

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

What is the Combined Authority's role

To provide regional leadership to the business support, trade and investment and innovation agenda. To support the growth in productivity of the region's businesses and promote sustainable and inclusive growth across the region.

What this means

Supporting businesses to start up, scale up and invest in the region, in key sectors with growth and higher productivity potential. Promote resilience through leadership, innovation and digital transformation to drive sustainable economic growth and opportunities for all.


- Develop the partnerships, policies and strategies to underpin ambitions to deliver economic growth and innovation
- Support 3,000 businesses to help them grow and build resilience through the Growth Service infrastructure, connecting businesses to the regional business support ecosystem. Ambitious EDI targets will ensure we're reaching businesses led by females, people from ethnic minorities and people with disabilities
- 175 jobs created or upskilled through Combined Authority programmes
- Support 500 start-up / early-stage enterprises. Our EDI targets will ensure we're supporting businesses led by people from diverse backgrounds
- 25–35 projects successes in trade and investment which will lead to 1750 new or safeguarded jobs
- 10 research and development partnerships between Trade and Investment clients and West Yorkshire Universities
- Increase our organisational reach by generating 1,000 hits per month on the International Trade Portal
- Assist 350 businesses by delivering overseas trade initiatives, specifically incorporating businesses traditionally excluded from export activity
- Work collaboratively with Innovate UK to implement the West Yorkshire Action Plan to drive up business innovation rates

Committee

Business, Economy and Innovation Committee

Portfolio Lead/ Chair,
Cllr Shabir Pandor

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A photograph of a man and a woman in a meeting. The man, on the left, is wearing a green sweater over a patterned shirt and is gesturing with his hands while speaking. The woman, on the right, is wearing glasses, a green sweater over a white turtleneck, and a lanyard that says "West Yorkshire Combined Learning". They are both looking towards the right side of the frame. The background shows an office environment with shelves and a red bag.

Enabling a diverse, skilled workforce and accessible learning for all



7

Mayoral pledge

Prioritise skills and training to ensure everyone has the skills to secure work.

Create 1,000 well paid, skilled jobs for young people.

What is the Combined Authority's role

To provide regional leadership to ensure that the region is the best place to learn, work and live. To deliver devolved budgets for adult education and to ensure that the needs of learners, businesses and the regional economy are reflected in the design of regional programmes and projects.

What this means

Ensuring West Yorkshire is the best place to learn, work, and live by growing the local economy, supporting businesses to thrive, and enabling everyone to access quality support and training to prepare for and make progress in their careers.

- 198 businesses supported to engage with employment and skills programmes
- 53,900 adults supported to upskill, re-train or access employment / self-employment:

Including 45,000 qualifications and at least 18,865 people accessing or progressing in work or training as a result

Prioritising funding on the most disadvantaged residents, while also tackling key job shortages such as bus drivers and telecoms engineers

Targeted and intensive employment support, delivered through local authority partners

- 184 schools and colleges supported in making progress in the delivery of quality careers education, particularly those in the most disadvantaged postcodes
- Supporting people from all backgrounds to understand career opportunities across West Yorkshire and how to access them
- Provide leadership of the regional employment and skills landscape through devolution, and influence national approach

Committee

Employment and Skills Committee

Portfolio Lead/Chair,
Cllr James Lewis

Measuring our Performance

Corporate objective	Outputs	EDI deliverable
<p>1 Empowering our communities, towns and cities to thrive</p>	<ul style="list-style-type: none"> • 1,000 new homes on brownfield land • 5,000 affordable and sustainable homes 	<p>Focus on affordable homes</p>
<p>2 Building a sustainable, nature rich and carbon neutral region</p>	<ul style="list-style-type: none"> • Save 300 tonnes of CO2 • Generate 300,000 kWh of renewable energy • Support 50 SMEs to embed sustainable travel • Create 1,000 green jobs • Reduce our carbon emissions by 10%; install solar PV at 7 bus stations • Deliver 111 zero emission buses and charging at 3 bus depots • Commence 9 natural flood management schemes • Deliver energy efficiency retrofit at 1,600 homes 	<p>Focus on areas and communities of greatest disadvantage</p>
<p>3 Creating an accessible, clean and customer focussed transport system</p>	<ul style="list-style-type: none"> • Increase bus service use to 276m journeys per year • Deliver 85% of MCard sales by mobile app • 100% bus services to accept contactless and mobile app payment • 15 PCSOs supporting safer bus travel • Complete 10 projects 	<p>Completion of EQIAs and adoption of EDI principles across service, project and policy development and delivery</p>
<p>4 Supporting community safety and accountable, proactive policing</p>	<ul style="list-style-type: none"> • Recruit 750 extra police officers to support women and girls safety • Support 90,000 victims of crime • Reach 5,000 young people to reduce violence 	<p>Commitment to EDI a cross-cutting theme in Police and Crime Plan</p>

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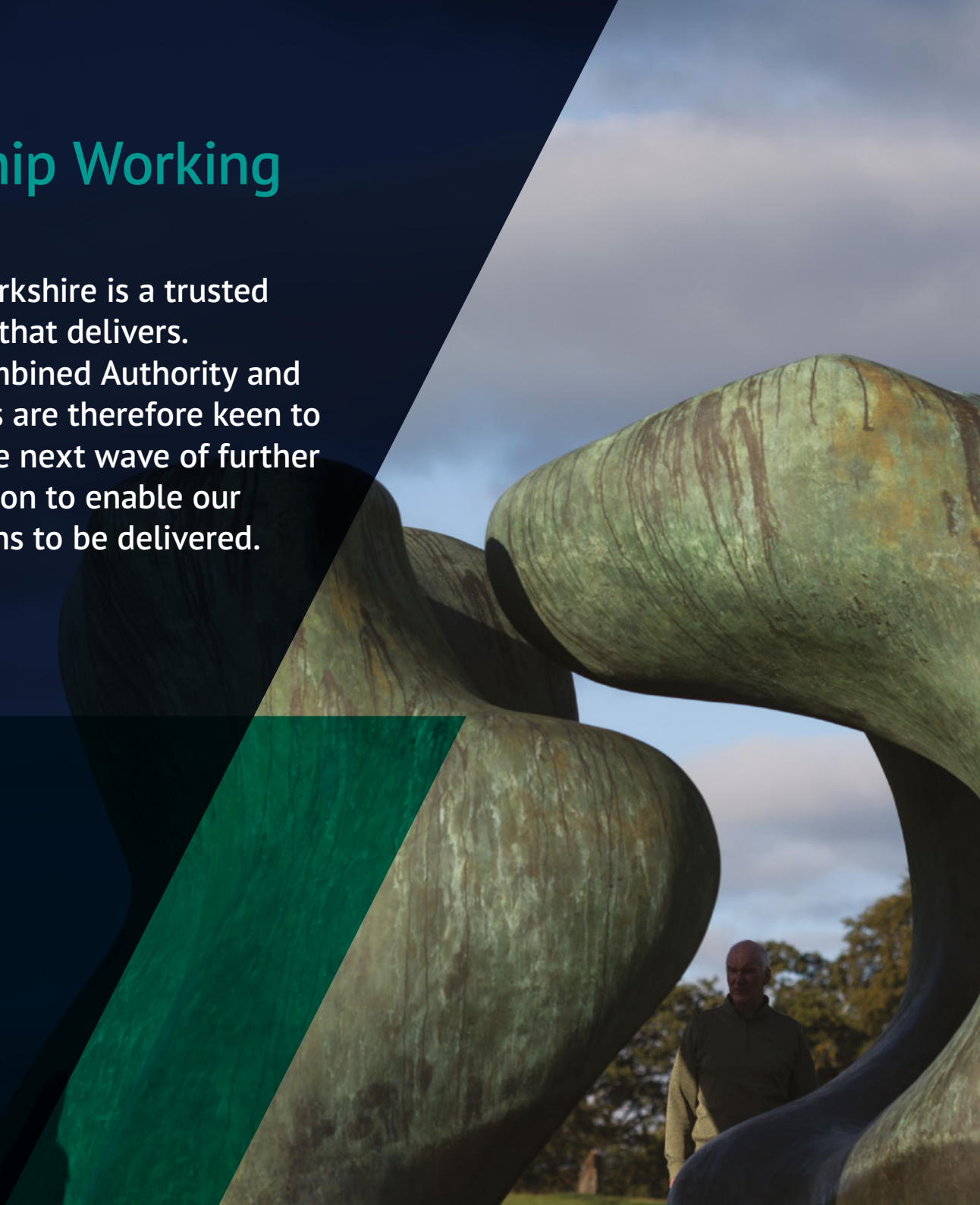
Corporate objective	Outputs	EDI deliverable
<p>5 Championing culture, sport and creativity</p>	<ul style="list-style-type: none"> • Advice and training from 20 ‘creative’ mentees • 30 ‘creative’ businesses to be provided with export support • ‘Creative’ event for 300 people • 72 people take part in Mayor’s Screen Diversity programme 	<p>Under-represented groups will be a key target of effort</p>
<p>6 Driving economic growth, innovation and good jobs</p>	<ul style="list-style-type: none"> • Support 3,000 businesses to grow and become more resilient • 175 jobs created or upskilled through CA programmes • Support 500 start-up / early stage enterprises • 25–35 project successes in trade and investment leading to 1,750 new or safeguarded jobs • 10 research and development partnerships between West Yorkshire universities and trade and investment clients • International trade portal to achieve 1,000 hits per month • Assist 350 businesses with overseas trade initiatives 	<p>Ambitious EDI targets, including in 1 & 3 will target businesses led by females, BAME and disabled people</p>
<p>7 Enabling a diverse, skilled workforce and accessible learning for all</p>	<ul style="list-style-type: none"> • 198 businesses engaging with employment and skills programmes • Support 53,900 adults to upskill, re-train or access employment • 45,000 qualification and >18,865 progressing in work training • Support 184 schools and colleges with quality careers education provision 	<p>2 & 3 will target people from disadvantaged backgrounds</p>

Devolution and Partnership Working

The Combined Authority has a bold and ambitious plan for West Yorkshire. The scale of this, plus 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 all 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. The Combined Authority 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 Cross-Cutting Aims

Our cross-cutting aims underpin our Corporate Objectives and everything we do. This section shows some examples of how these cross-cutting aims are embedded in our work

Tackling the climate emergency

Social Housing Decarbonisation Fund Wave 1 Case Study

Work has been underway to retrofit social housing properties in West Yorkshire. This Combined Authority was awarded £5.06m grant funding under wave 1 of the Social Housing Decarbonisation Fund, to be split between 9 social housing providers.

The Combined Authority's role was to co-ordinate a consortium of 9 providers to bid for funding, to report to Department of Energy Security and Net Zero on the consortium's behalf and to encourage mutual collaboration within the consortium through the sharing of lessons learned and joint problem solving.

The aim of this fund is to improve the energy efficiency of these properties and bring them up to Energy Performance Certificate level C or better. We are using the 'worst first, fabric first, lowest regrets' approach in line with the target of reaching net zero emission by 2038 in the West Yorkshire Climate & Environment Plan.

Two of the housing providers involved in this programme are highlighted below:

Connect Housing fitted 62 properties with new high heat retention storage heaters, to replace aged and inefficient models, and also fitted these properties with cavity wall, underfloor and loft insulation where necessary.

These measures improved the energy performance of the properties whilst minimising disruption to residents. Based on figures used as supporting evidence in the bid, properties are expected to save 780kg CO2 and £265.98 off the annual fuel bills for tenants.

Together Housing Group used Energy Performance Certificate (EPC) data to identify 68 low-rise flat properties, which are considered hard to treat. These properties were fitted with external wall Insulation and – where appropriate – had loft insulation topped-up.



Growing an inclusive economy

Enterprise West Yorkshire Programme

To date, the programme has been extremely successful in reaching its diversity targets. As of 28 February 2022, over 56% of all programme recipients are female and 34% are from an ethnic minority (note: these statistics do not discount for those who prefer not to say). We will continue to closely monitor the diversity of our beneficiaries to ensure that we are continuously evolving our offer of support as we receive feedback from women about the nature of the barriers they face and the support they need. The Enterprise West Yorkshire team is privileged to support a huge number of women who are breaking down these barriers and successfully launching their own businesses, such as:



Bethan Aspland: Pretty in Paper by B

Bethan took up crafting when Chronic Fatigue Syndrome forced her to give up competitive gymnastics. The illness turned Bethan's life upside down and she spent two years using a wheelchair, unable to benefit from the escapism and psychological benefits of sport. Bethan started crafting with her gran when she was younger, before sport took over, with iris folding (a paper craft technique) being one of the techniques her gran had taught her. She has shared how her emotional and mental health nosedived, and she turned to iris folding to relieve the anxiety and stress she was suffering. Being furloughed from her job as a gym manager after lockdown ended, Bethan decided not to return to her previous career, pursuing iris folding full-time instead.

Today she empowers people to create their own mindful experiences by providing specialised craft kits, educational videos and downloadable activity guides. By sharing her unique story on social media, she inspires a global community of over 100,000 people to use arts and crafts as a creative outlet to improve their wellbeing.

Having recently starred on Channel 4 TV and announced as New Business of the Year 2021, she uses her growing public image to have a positive influence on young people, supporting them with their own self-care journeys. She hopes that by continuing to develop her range of products and services, she can have a positive impact on a wider global audience and help build a healthier and happier community of young adults.

Visit: prettyinpaperbyb.com

Follow: [@PrettyInPaperByB](https://www.instagram.com/PrettyInPaperByB)



Embedding equity, diversity, and inclusion

We developed our 'About You' questions as part of our consultation and engagement approach. This is to understand who is engaging with our surveys and projects, and who in West Yorkshire the Combined Authority could engage with better.

The 'About You' questions are a tangible example of equity, diversity and inclusion intervention that contributes to the Combined Authority's vision for EDI. These voluntary questions are used to help build an understanding of the communities we are working and engaging with as an organisation. By monitoring the answers given, we are able to identify who in the community we may not be reaching effectively, and to inform how we should target reach to strengthen our community engagement. As an organisation working to make West Yorkshire a better place for all, we need to ensure that we are successfully representing the diversity of the region.

A good example of where use of the 'About You' questions has been used effectively is across our employment and skills and business support programmes, which are available to people and businesses in West Yorkshire. Across our employment and skills programmes, over 55,000 individuals have completed this information, of whom 66% identify as female, 50% as from an ethnic minority and 17% as disabled. Across our business support programmes, over 1,000 individuals have completed this information with 51% identifying as female, 24% as from an ethnic minority and 12% as disabled. This information allows us to set ambitious targets to ensure that we are effectively targeting engagement with our programmes and providing support to help people access opportunities.



Offering great customer service

At a time when the cost of living is biting hard on families, the Mayor of West Yorkshire, Tracy Brabin, introduced capped fares meaning bus passengers can travel for less. Thanks to two new Mayor's Fares that were introduced on Sunday 4 September 2022, single journeys are now capped at £2 and the MCard DaySaver costs £4.50, reduced from £5.50. Those travelling every day have more choice on tickets and could save up to £500 over the course of a year. In its first three months, the Mayor's Fares achieved the following for West Yorkshire bus passengers:

7.2 million passenger journeys (the equivalent of almost 500,000 passenger journeys each week);

A total saving of £3.6m compared to what they would have been paying without the initiative (on average each passenger is saving 20%);

Savings have been funded by £3.4m of Bus Service Improvement Plan (BSIP) funding;

Over a third of all subsidised journeys have been made on MCard DaySaver tickets which have shown a significant increase in sales; and

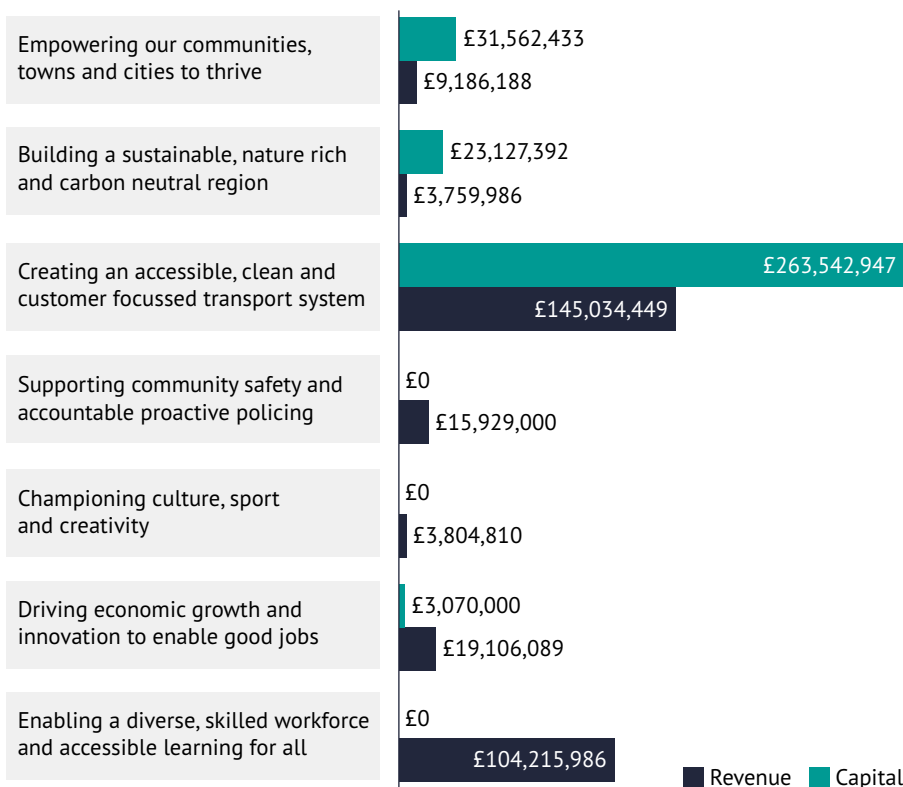
Overall bus usage has increased to 87% of pre pandemic levels from 81% in May 2022.

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
Empowering our communities, towns and cities to thrive	£9,186,188	£31,562,433	£40,748,621
Building a sustainable, nature rich and carbon neutral region	£3,759,986	£23,127,392	£26,887,378
Creating an accessible, clean and customer focussed transport system	£145,034,449	£263,542,947	£408,577,396
Supporting community safety and accountable, proactive policing	£15,929,000	£0	£15,929,000
Championing culture, sport and creativity	£3,804,810	£0	£3,804,810
Driving economic growth and innovation to enable good jobs	£19,106,089	£3,070,000	£22,176,089
Enabling a diverse, skilled workforce and accessible learning for all	£104,215,986	£0	£104,215,986
Total	£301,036,508	£321,302,772	£622,339,280

Revenue and capital budget by corporate objective



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

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, opposition members, plus York and the LEP Chair representing views of business.



Tracy Brabin
Mayor of
West Yorkshire (Chair)



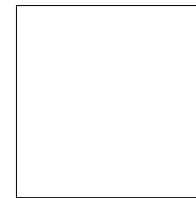
**Councillor
Susan Hinchcliffe**
Leader, Bradford Council



**Councillor
Jane Scullion**
Leader, Calderdale Council



Mark Roberts
Co-founder, Beer Hawk
Chair, LEP Board



To be determined
Member for York
(non-voting)



**Councillor
Sue Holdsworth**
Cleckheaton (Kirklees)
Liberal Democrat
Balance Member



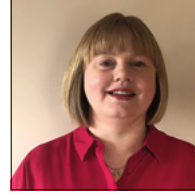
**Councillor
Shabir Pandor**
Leader, Kirklees Council



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



**Councillor
Denise Jeffery**
Leader, Wakefield Council



**Councillor
Rebecca Poulsen**
Worth Valley (Bradford)
Conservative
Balance Member



**Councillor
Sam Firth**
Harewood (Leeds),
Conservative
Balance Member

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.

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Leeds City Region Enterprise Partnership

Senior Leadership Team

The 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. LEP board membership is likely to change from June 2023.

Mark Roberts
(Interim Chair), Co-founder, Beer Hawk

Tracy Brabin
Mayor of West Yorkshire

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

Beckie Hart
CBI, Yorkshire and Humber
Regional Director (non-voting)

Kamran Rashid
Director, The Socially Conscious Company

Mandy Ridyard
Finance Director, Produmax

Kully Thiarai
Creative Director and CEO, Leeds 2023

Asma Iqbal
Board Diversity Champion,
Partner Chadwick Lawrence

Councillor Susan Hinchcliffe
Leader, Bradford Council

Councillor Jane Scullion
Leader, Calderdale Council

Councillor Shabir Pandor
Leader, Kirklees Council

Councillor James Lewis
Leader, Leeds City Council

Councillor Denise Jeffery
Leader, Wakefield Council

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 Managing Director, 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

Director of Strategy, Communications, and
Intelligence

Liz Hunter
Director of Policing, Environment and Place

Felix Kumi-Ampofo
Director of Inclusive Economy, Skills,
and Culture (interim Phil Witcherley)

Dave Haskins
Director of Passenger Experience
and Assets

Melanie Corcoran
Director of Transport Policy and Delivery

Luke Albanèse
Director of Mass Transit
(interim Kevin Murray)

Mick Bunting
Director of Mobility Services

Caroline Allen
Monitoring Officer

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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 2023-24 we will further develop our Corporate Centre in order to:

Lead

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

Protect

to manage financial, legal and reputation risk

Enable

to provide essential services that support delivery

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:

- Providing legal, financial, technological and commercial support for transport reforms including the bus market 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
- A commercial approach that supports delivery of outcomes, protects the interests, 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

- Strengthening the assurance and appraisal system, embedding assessment of carbon and EDI impacts
- Further developing our financial strategy to inform investment decisions, including implications for EDI, and aligning to corporate and regional objectives
- Deliver technological improvements to the system 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 empowerment, a stronger focus on outcomes, and deeper partnership working.

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Find out more

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