

Multi-year Outcomes

Transport Policy and Delivery

- Improved environmental impact from transport use within and around West Yorkshire.
- Improved accessibility and connectivity through an integrated transport system to work, business, education, health, cultural, sporting and leisure services and activities to/from/within West Yorkshire.
- A more productive, inclusive, healthy and equitable economy underpinned by a sustainable, comprehensive and efficient transport infrastructure and supporting network.

Mobility Services

- Improve stability and confidence in the bus network with a re-procurement and contract management programme that supports the delivery of BSIP.
- Deliver an accessible, inclusive, safe and environmentally clean transport system that is an attractive first travel choice for passengers.
- Build a credible transport brand that garners passenger trust and loyalty and promotes modal shift.
- Promote economic growth, improve connectivity and increase access to employment, education and training opportunities.
- Improve the health of passengers by integrating appealing active and sustainable travel options for the first and last part of their journey.
- Deliver a responsive transition plan that ensures the Combined Authority is agile and operationally ready for the strategic direction set by bus reform.
- Provide commercial and managerial support to bus reform with a strategically aligned delivery programme.

Passenger Experience and Facilities and Assets

- Evolution from the current proposition to develop and implement a modernised frontline passenger offer and reformed team structure that is equipped to transition to working in a new bus operating environment.
- Appropriate allocation of assets functions within WYCA and delivery of a clear asset management strategy relating to bus stations, depots and wider facilities – couple with a strengthened approach to commercialisation – underpinned by a robust funding strategy.
- Define new working arrangements for WYTCL and approach to MCard as part of the transition to a new bus operating environment.
- Implement strategy around Metro re-brand, both in terms of assets and positioning relating to Bus Reform and mass Transit.
- Efficient management of the public transport network, including behaviour change initiatives, linked to mode shift outcomes.

Mass Transit

- Develop clear plans for delivery of the first phase of Mass Transit to provide capacity and a step-change in public transport reliability as part of a regional approach.
- Support economic growth and innovation strategies with development of ambitious modern Mass Transit proposals as part of an integrated and connected transport vision.
- Develop Mass Transit proposals for an accessible, inclusive, safe and environmentally sustainable transport system that is an attractive first-choice for passengers.
- Contribute to offering a credible transport brand that garners passenger trust and loyalty and promotes sustainable modal shift to integrated public transport.
- Create positive advocacy for Mass Transit across the region through developing effective and reliable service proposals that connect people and communities with employment and recreational opportunities.
- Enable improvements to the health, safety and wellbeing of transport users by integrating Mass Transit with sustainable travel options for their complete journey.
- Develop innovative solutions for delivery and operation of Mass Transit that consider the environment, sustainability, carbon impacts, and the natural surroundings.

Inclusive Economy, Skills and Culture

- A thriving and globally recognised business and innovation ecosystem where collaboration and partnerships across the public and private sectors enables all individuals and businesses to be healthy and succeed within a community of fair, responsible and purposeful employers.
- Through system leadership, co-investment by employers, and strategic commissioning, everyone across West Yorkshire, particularly the most disadvantaged, can access high quality support and training to prepare for and make progress in their careers, reach their full potential, and lead healthy and happy lives.
- More people (above the national average) participate in and enjoy culture, heritage, and sport with increased co-investment in assets and infrastructure and elimination of access barriers.
- Create a regenerative economy via a progressive and persuasive response to the climate emergency which delivers a shift in mindset, prioritises sustainability and enables investment in green technologies and services that support a just transition and puts us on track to achieving a net-zero carbon economy by 2038.
- Based on the Economic Strategy, agree the Combined Authority's core offer to West Yorkshire with regards to skills and training, business and innovation, culture, heritage, and Sport and the how our net zero targets will be achieved in a fair, just and equitable way which enables the economy to thrive and improve quality of life for all.

Place, Environment and Policing

A safe, just and inclusive West Yorkshire

- Listening to partners, communities and those with lived experience develop and deliver a Police and Crime Plan which sets out the strategic priorities for policing and crime and commission and fund a range of services for victims, witnesses and perpetrators to create a safe, just and inclusive West Yorkshire.
- Supporting the Mayor to discharge her statutory duties to hold the Chief Constable to account on behalf of the communities of West Yorkshire for an efficient and effective police force, set the police budget and levy a council tax precept.
- Lead system change through the Mayor's convening powers and through national engagement to support the overall vision of a safe, just and inclusive West Yorkshire.

A public health approach to reducing serious violence

- Coordinate a system wide, evidence led, Public Health Approach across West Yorkshire to reduce Serious Violence (and violence Against Women and Girls).
- Build strong effective relationships, collaboration and shared outcomes with key stakeholders, with early intervention and prevention through understanding the root causes of violence at the heart of what we do.
- Increase understanding of the factors influencing serious violence and violence against women and girls in West Yorkshire through a programme of research and completion of yearly Strategic Needs Assessments and Response Strategies which captures the experience of the West Yorkshire population and guides a countywide response.
- Deliver meaningful evidence led interventions and engagement ensuring our approach is co-produced with communities, including children, to ensure community voice is at the heart of everything we do

Accelerated regeneration, digital connectivity, new homes and quality places to create great places and healthy communities

- Accelerate delivery of services and infrastructure through strengthened plans, partnerships and delivery models for housing, regeneration and place making.
- Drive inclusive and sustainable growth in West Yorkshire by leveraging investment that provides good jobs and affordable homes in our region.
- Address areas with persistent poor coverage of digital infrastructure to ensure that geography is not a barrier to residents participating in an increasingly digital society.

Creating a sustainable, nature-rich and climate ready region

- Lead on the Net Zero agenda to drive progress towards achieving the 2038 target. Building new partnerships, leveraging funding and using the organisations influence to drive behaviour change.
- Increasing the resilience of communities in West Yorkshire (with a focus on ensuring that interventions support our most excluded and deprived groups and communities).
- Increase flood risk protection to homes, businesses and communities through implementing a catchment level approach to flood risk management, whilst also delivering carbon sequestration and biodiversity benefits.
- Lead the region's retrofit activity to ensure that everyone in West Yorkshire can live in a warm, comfortable and low carbon home. Address the dual challenges of reducing emissions and reducing fuel poverty through a range of plans, partnerships, tools and interventions.