

Corporate Plan

2019/20



Contents

1	Introduction	6
	<ul style="list-style-type: none">• Who we are• Our vision• Powerful partnerships• Our priorities	
2	Annual review 2018/2019	10
	<ul style="list-style-type: none">• Our year in numbers• A momentous review• Benefitting people across our region	
3	Our plans for 2019/20	20
	<ul style="list-style-type: none">• Achieving our priorities• Making a difference• Strategic activity and influencing	
4	Delivering our priorities	32
	<ul style="list-style-type: none">• Where our funding comes from• Our boards• Our partners	



Foreword

“I’m extremely proud to have established the national Future-Ready Skills Commission here in West Yorkshire”

Cllr Susan Hinchcliffe –
Chair, West Yorkshire Combined Authority

As we reflect on the past 12 months and look forward to the next, there is a lot to be proud of. Working alongside our partner councils and the Leeds City Region Enterprise Partnership (LEP), we have made significant progress in achieving our vision of creating a strong, successful economy where everyone can really feel the benefits. Undoubtedly, there are no quick fixes to the ingrained problems we, like many areas of the UK, face but we’ve made solid progress which we can successfully build on together with our partners in 2019/20.

Skilled people are the lifeblood of the economy – they drive forward inclusion and social mobility, improve productivity and encourage vibrant communities where the benefits are tangible for all. I’m extremely proud to have established the national Future-Ready Skills Commission here in West Yorkshire earlier this year. This will bring together experts and leading thinkers from business, education, local government and think tanks to create a blueprint for skills that can be adopted throughout the UK.

Successful economies are dependent on good transport links and we’re focused on ensuring that people in our region have services that are reliable, affordable and fit for purpose. So, while we remain committed to ensuring our communities benefit from the major national infrastructure projects such as Northern Powerhouse Rail and HS2, we’re also investing in local projects through our Transport Fund.

We remain steadfast in our belief that only further devolution will give us the powers and money we need to make the right, long-term decisions that will tackle inequalities within our economy. We will continue to be pragmatic and flexible with Government, and be prepared to work with colleagues across Yorkshire to advance a deal that will bring more investment into our interests of the people and communities we serve.



Foreword

“We have achieved extraordinary growth that will have a real, long-lasting impact”

Roger Marsh OBE –
Chair, Leeds City Region
Enterprise Partnership (the LEP)

This year has been fantastic for the LEP. Working closely with the West Yorkshire Combined Authority, we have achieved extraordinary growth that will have a real, long-lasting impact on the people who live and work in our region.

Our ‘#4Sparks’ campaign beat off highly competitive bids from other city regions to make Leeds City Region the new national headquarters for Channel 4. This is truly a once-in-a-generation chance to rapidly grow our digital and creative sector, unlock opportunities for our talented young people and draw international attention to our region.

In 2018 we celebrated achieving the highest level of investment from overseas firms in Yorkshire since the recession with £1.9 billion of deals. We also hit a significant milestone in the support we provide to business, helping 10,000 businesses through our Growth Service since April 2015. Businesses have also benefitted from investment totalling £34 million to up-skill their staff, fit out new premises, develop new products and processes, take on an apprentice, and save money on their energy bills.

I’m thrilled that the LEP has played a role in accelerating the growth of so many companies in our region but this is absolutely not job done. Our region does still have its challenges and our economy is entering a period of uncertainty. That said, I feel confident that by continuing to bring together the public and private sectors through the LEP, we have what it takes to support businesses and communities through these uncertainties.

We will continue to develop our Local Industrial Strategy with Government, which will set out how we will drive productivity and create a low carbon economy from which everyone will benefit.

In 2019/20, we will continue to build on the momentum we’ve already generated, working in partnership to deliver even more to make our region a great place to live, work and do business. I look forward to the year ahead.



Foreword

“Inclusive growth remains at the heart of everything we do”

Ben Still –
Managing Director,
West Yorkshire Combined Authority
and the LEP

This has been an extremely positive year for our region and the achievements set out in this plan show the difference that collaborative working between the Combined Authority, the LEP and our partners are making to our communities.

As an officer body that supports both the Combined Authority and LEP Board, we will continue to develop our organisation so we are able to respond positively to the opportunities and challenges that are ahead. Inclusive growth remains at the heart of everything we do and we will expand on this even further in the next 12 months.

We’ve made significant progress with our ambitious programme of internal transformation, deepening our level of partnership working, strengthening our monitoring and evaluation capabilities, and continuing to enhance our accountability and transparency. Over the coming year, we’ll continue on this journey, placing a particular focus on modernising the way we work to ensure that we are best placed to deliver our vision for the region.

This year we’ve placed a much bigger emphasis on clean growth, making this a key organisational priority for the year ahead. We’ve already made good progress in this area but we’ll be taking this a step further in 2019/20, delivering a programme of activity to help deliver zero carbon for the City Region by 2038.

With much more in the pipeline, this is shaping up to be an exciting year!



Introduction



Who we are

The Combined Authority and LEP work in partnership with one another - and with local councils and business – to ensure everyone in our region benefits from a strong, successful economy and a modern, accessible transport network.

Although the Combined Authority and LEP are separate bodies, we have a shared vision for our region and a shared organisation that supports us to deliver this.

We also operate the Metro network of bus stations, travel centres and public transport information across West Yorkshire.



Leeds City Region

The majority of our work benefits the 10 local authority areas known collectively as Leeds City Region.





Knaresborough, Harrogate

Our vision

We want our region to be recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and lives supported by world-class transport, housing and digital connectivity.

We will achieve this by planning and delivering economic and transport schemes and programmes across the region in partnership with the public and private sectors – focusing on the areas of work which will make the biggest difference.

**Partnership working
is fundamental to
everything we do**

Powerful partnerships

Partnership is fundamental to everything we do. The Combined Authority and LEP work closely with one another – but also work with councils across the region to ensure our policies, services and capital infrastructure projects meet the needs of communities and help us to deliver local priorities.

We also work closely with the private sector through the LEP to develop, shape and deliver policies that meet the needs of employers in the region.

Our priorities

We've developed a set of priorities that we believe will best enable us to achieve our vision for the region. This year we've added an important new priority to better reflect our ambition of becoming a zero carbon economy.

Boosting productivity

Helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs



Supporting clean growth

Growing our region's economy while also cutting CO₂



Enabling inclusive growth

Ensuring that economic growth leads to opportunities for all who live and work in our region



Delivering 21st century transport

Creating efficient transport infrastructure that makes it easier to get to work, do business and connect with each other



Annual review 2018/19

Our year in numbers

This year, we've invested in services and projects worth £319 million to benefit local people and the economy. As a result of this investment we've:



Delivered **17** significant transport projects



Spent nearly **£100 million** on infrastructure projects, the majority delivered by our partner councils across the City Region



Supported over **1 million** passenger trips through our subsidised bus services



Provided travel advice to **350,000** people through our Metroline contact centre



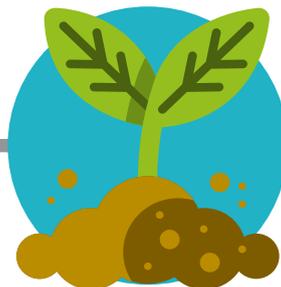
Taken over **9,000** cars a week out of Leeds city centre as a result of our Park and Ride services improving air quality and congestion



Saved **117,000** tonnes of carbon through our Better Homes Yorkshire scheme – warming homes and helping residents save money on their bills



Saved enough energy to make **72 million** cups of tea through our Resource Efficiency Fund



Sowed **7 million** seeds to create a living wall that will improve air quality in Calderdale



Intensively supported over **1,500** businesses to grow and become more productive through our LEP Growth Service – in total over **10,000** since 2015



Supported almost **80,000** pupils across the UK through our employability, enterprise and careers education schemes



Brought over **1,900** jobs to our City Region through our trade and investment activity

A momentous year 2018/19

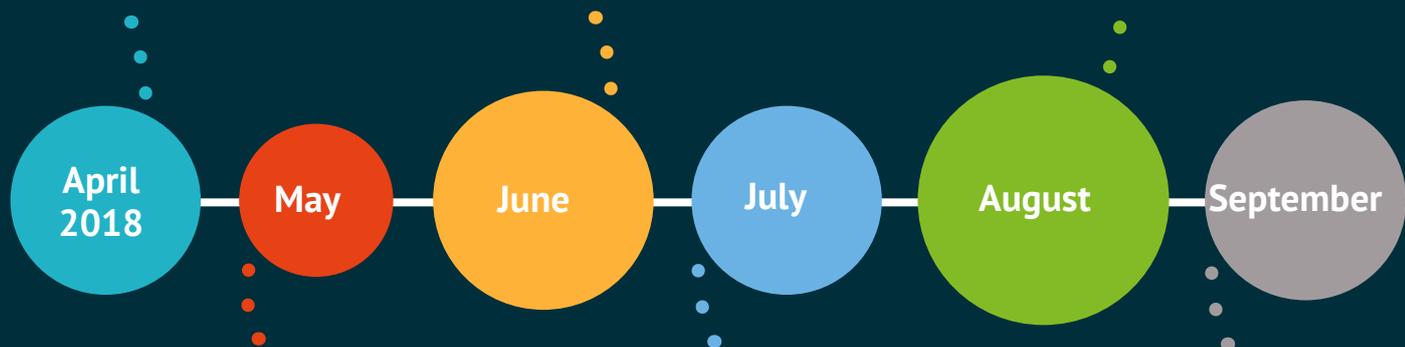
This year, we've continued to have a big impact on our region's economy. Working in partnership with local councils and the LEP to deliver projects and services, we've truly had a momentous year. Here are some of the highlights:



We committed £2.7 million to improve cycling and walking access on sections of the Calder Hebble, Leeds-Liverpool, Rochdale and Huddersfield narrow canals. So far three out of four projects have opened – with almost 12km of towpath improved and accessibility enhanced

We launched our £1 million Digital Inward Investment Fund to encourage digital businesses to relocate to Leeds City Region

We launched our new Apprenticeship Grant for Employers scheme to enable more businesses to recruit their first apprentice



April 2018

May

June

July

August

September

We reached the halfway point in delivering our £1 billion LEP Growth Deal with Government, which has created or safeguarded over 27,500 jobs so far

The MCard app, which enables those travelling in West Yorkshire to buy and load travel tickets anytime, was used to purchase over £1 million of MCard travel by May 2018, rising to £3 million by the end of the year

We reached over two million people through our Discover Digital and Earn It campaigns helping people to access new skills and careers.

We launched the £500,000 productivity pilot which will support seven businesses in the region to invest in new technology and equipment to improve their productivity



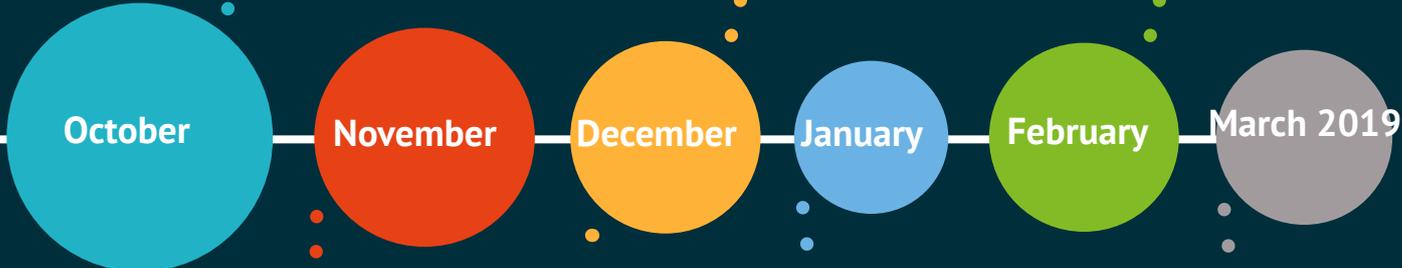


We secured the national headquarters for Channel 4, bringing opportunities for the independent production sector across the region and generating a £1 billion economic impact over the next decade – this has been rapidly followed by several TV companies to the city region as well

We funded over 80 Boxing Day bus services across West Yorkshire enabling over 66,000 passengers to travel over the festive period

We agreed an ambitious Energy Strategy setting out the steps we will take towards making the City Region a zero carbon energy economy – including saving enough carbon to drive a car to the moon and back 16,000 times

We launched a new national Future-Ready Skills Commission to explore how the skills system can be shaped to meet the needs of local economies



October

November

December

January

February

March 2019

We secured £2 million from Government to install 88 new rapid charging points across West Yorkshire to improve air quality by encouraging the use of electric vehicles

We continued to lobby to ensure the region's transport priorities are central to Government investment plans and those of other bodies such as Transport for the North

We installed free Wi-Fi and new CCTV equipment at bus stations across West Yorkshire to improve safety and security

We provided businesses with access to Government's full range of information and guidance on Brexit preparations



We organised and held a major One Yorkshire devolution conference where 250 national and regional leaders met to discuss the key opportunities of devolution for the region

We showcased the region as a leading destination for investment at global property and economic development conference, MIPIM 2019 by taking our biggest ever public and private sector delegation

Benefitting people across our region 2018/19

Our work is making a difference to people and communities across Leeds City Region. Don't just take our word for it, here are some examples of our work over the past year.



Transforming learning and lives

In November, the Springfield Sixth Form Centre, a purpose-built higher learning facility in Dewsbury, opened its doors to students in the region. The scheme has benefitted from £11.1 million investment through our Growth Deal to provide state-of-the-art facilities that will help to ensure that people across the region have access to high quality education that will lead them into successful careers.

“My favourite thing about studying at Springfield is the building itself because it's bright, open and feels modern. I wouldn't consider studying anywhere else”

Mehwish, 19, a student at Springfield Sixth Form Centre

Working with groups at the heart of our communities

Through our CityConnect programme we've invested £170,000 to enable 22 organisations to provide tailored support in communities to help more people access employment, education, training and leisure opportunities by bike or on foot. Each project focused on providing solutions to specific barriers in their local area with initiatives ranging from pool bikes and bike loans to led cycles and walks.

“Once you start commuting on your bike, you'll never want to jump in your car again”

Dr Rajinder Singh, a commuter from Apperley Bridge



Northern Powerhouse Rail

We're continuing to work in partnership with Transport for the North (TfN) to progress the case for the Northern Powerhouse Rail (NPR) network. NPR, including a new line connecting Manchester to Leeds and York with a station in Bradford, is a key pillar of TfN's Strategic Transport Plan. The Chancellor will consider the Strategic Outline Business Case for NPR this summer.

Protecting homes and businesses

We've invested £1.5 million of Growth Deal funding into flood alleviation works in Skipton, designed to increase protection for up to 400 homes and 165 businesses, while also converting flood plains into land that is suitable for development. The funding, which forms part of an overall £17.8 million investment into flood prevention, will reduce the risk of overflow from Eller Beck and Waller Hill Beck, which often swell very quickly after heavy rain.

Benefitting people across our region 2018/19



Helping young people achieve their #futuregoals

In 2018/19 our #futuregoals campaign, which provides advice and support to help young people choose their career paths, give them the right skills and experience to start work, was seen over three million times. We worked with 177 schools and colleges, and 258 businesses within our City Region to create vital links between education and employers.

“By supporting #futuregoals we are assisting young people to build the skills needed for a vibrant economy in the future”

Richelle Schuster, Associate Director, Grant Thornton

Resource Efficiency Fund

Calderdale-based business Azo reduced their bills and energy costs thanks to support from our Resource Efficiency Fund. The family-run firm manufacture and supply dyes for the paper industry but their building was poorly insulated and inefficient to run. They were allocated a resource efficiency advisor who highlighted a number of efficiency measures. As a result, they reduced their spending on gas by a third, halved their electricity bills and safeguarded the long-term future of the business.

“We are spending a third of what we were spending on gas, the electricity is at least half and those savings are going to be for the next ten years”

Julian Plant, Managing Director, Azo Ltd



Providing low cost travel for young people

Working in partnership with bus operators in West Yorkshire, we're connecting more young people to jobs and opportunities by making bus fares simpler and more affordable. Through our Bus Alliance, we've extended half-fare travel to all under 19s living in West Yorkshire and introduced the MyDay bus ticket that offers daily county-wide bus travel for under 19s from just £2.50.





West Yorkshire Combined Authority and the Leeds City Region Enterprise Partnership



Bringing Channel 4 to our region

In October 2018, Channel 4 confirmed that Leeds City Region will be the home of its new national headquarters. The announcement followed two years of discussions with the broadcaster led by the LEP with support from partners across the region.

The move, scheduled to take place in 2019, will see Channel 4 benefit from one of the youngest and fastest growing labour markets in the UK. It is also set to contribute to the creation of more than 1,200 jobs and have an economic impact of £1 billion over the next decade.

Our plans for 2019/20

In 2019/20 we will continue to work with our partners to deliver against the long term ambitions we have in place for our region, focusing on our four priorities:

What's coming next?

1. Boosting productivity
2. Enabling inclusive growth
3. Delivering 21st Century transport
4. Supporting clean growth

In 2019/20, we'll invest in services and projects worth £398 million to benefit local people and the economy

As a result of this investment we will:



Support over **3,000** businesses

Invest **£105 million** of Growth Deal funding in major infrastructure schemes

Enable **20 million** passenger journeys per year



Support **18,000** disadvantaged students



Complete projects to warm **750 homes** and make them more energy efficient





■ Boosting productivity

We aim to help businesses to grow and bring new investment into the region to drive economic growth and create jobs. Over the coming year, we will:

- **Support businesses in the City Region through the Brexit process** and help them to manage the opportunities and challenges it may present
- **Support 3,025 businesses in our region to grow** and become more productive – with 1,035 receiving intensive support
- Develop five new business support programmes to respond to the changing economy and business needs, including a scheme to **support 60 firms to secure new investment**
- Help **350 businesses to increase their overseas export activity**
- **Attract global investors** to the region creating 1,700 jobs
- **Maximise the opportunities created by Channel 4's HQ** opening by securing additional investment in the creative and digital sectors
- Continue to deliver development projects for our **Enterprise Zones**

■ Enabling inclusive growth

We aim to ensure that economic growth leads to opportunities for all who live and work in our region.

Over the coming year, we will:

- Develop an **Inclusive Growth Strategic Framework** for the City Region which will identify strategic funding opportunities and partners that will have particular benefits for people on lower incomes
- Embed inclusive growth principles in our business support programmes, including ensuring 75 per cent of jobs created in businesses receiving grants through our capital grants programme pay the **Real Living Wage** or above
- **Help 18,000 disadvantaged students** prepare for careers with skills training and advice
- Enable 1,000 businesses to engage with education and skills initiatives, with **800 supported to offer apprenticeships**
- **Connect 5,277 homes and businesses** in our City Region to super-fast broadband
- Provide **accessible transport services for 5,000 people** with personalised transport needs
- Enable **40,000 young people** to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year





■ Delivering 21st Century transport

We aim to create efficient transport infrastructure that makes it easier to get to work, do business and connect with each other.

Over the coming year, we will:

- **Invest £60 million** from our Growth Deal in improvements to bus, road and rail travel
- Continue developing the bus alliance with operators to deliver **better and affordable services** for passengers
- Develop plans to **build new railway stations** at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities
- Complete major new road schemes to **reduce congestion** on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road
- Help more people feel the **health, financial and environmental benefits** of cycling and walking through our CityConnect programme
- Continue to influence regional and national transport investment programmes, attracting **more investment to our region**
- Increase sales of MCard by 5 per cent, resulting in over **£34 million worth of MCards** being purchased over the year
- Continue to develop our transport services by increasing digital payment options and information displays to make services **easier and more convenient** for people to use



The LEP is working with businesses to improve their energy efficiency

Supporting clean growth

We aim to grow our region's economy while also cutting greenhouse gas emissions, including carbon dioxide emissions.

Over the coming year, we will:

- **Enable 750 households to be warmer**, save money and become more energy efficient through our Better Homes Yorkshire programme
- Continue the delivery of **seven flood prevention schemes** to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal
- Provide **sustainable travel advice to businesses**, recruiting an additional 96 employer members to our Travel Plan Network
- Support a further **88 businesses to save money** on their energy bills and use less water and waste through resource efficiency funding and advice
- Contribute to cleaner air by installing **88 ultra-low emission vehicle (ULEV)** charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020
- Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and **generate clean, low carbon energy**
- Set out how we will work with our partners to achieve our ambition for the Leeds City Region to become a **zero carbon economy** by 2038 and meet the targets set out in the Paris Agreement

Making a difference

This year the Combined Authority and the LEP will deliver several projects which will have a real impact on people's lives right across Leeds City Region. Here are a few examples:



Our Skills Capital programme was the largest investment of its kind in the UK

Completion of world-class facilities

The £80 million Skills Capital programme – the largest package of skills capital investment in the country – will largely complete in 2019. The state-of-the-art Leeds City College Quarry Hill Campus will open in September 2019 after receiving Growth Deal funding. Other facilities supported include The Dewsbury Learning Quarter, Wakefield College Advanced Skills and Innovation Centre, Calderdale College, Leeds College of Building and the Northern Dental Education Centre (NORDEC) at Bradford College.

Transport Fund investment in Bradford

More than £10.8 million from the West Yorkshire-plus Transport Fund is being invested in a number of projects that will reduce journey times and improve air quality in Bradford. In May, work started on the Hard Ings Road Improvement Scheme in Keighley to improve road conditions and create better facilities for cyclists and pedestrians. Work will also start on major junction improvements at the Harrogate Road New Line junction at Greengates and at three roundabouts on the A6177 Outer Ring Road. These improvements have been funded by an overall allocation of a £150 million for Bradford from the Transport Fund which was awarded in 2014 for the next 20 years.

Energy Strategy – Leeds PIPES

Work is continuing to bring low carbon, lower cost heating and hot water to homes in Leeds whilst also cutting 22,000 tonnes of carbon emissions every year. The Leeds PIPES Network, which is part funded by the Growth Deal, uses super-insulated steel pipes to transfer heat from the Recycling and Energy Recovery Facility (RERF) in the Aire Valley to homes and businesses in the city. Almost 2,000 homes will be connected between summer 2019 and autumn 2020.



The launch of the Leeds City Region Climate Coalition

The Leeds City Region Climate Coalition

This year, the Combined Authority and the LEP launched the Leeds City Region Climate Coalition - a combined, powerful and collective voice on creating a net zero carbon economy. This follows research commissioned by the respected Tyndall Centre for Climate Change Research to identify a science-based target for the City Region to become net carbon zero by 2038 and have made significant progress by 2030.

The Employment Hub

The Employment Hub was launched this year to address current and future skills shortages within the City Region. The free service will help more than 6,000 young people aged 15-24 over the next three years. It will enable them to better understand the workplace and discover work and training opportunities across the region. Businesses will receive a free package of support including information on training opportunities, the benefits of hiring an apprentice and how investing in skills can boost productivity.

■ Strategic activity and influencing

This year, the Combined Authority and the LEP will also continue its strategic activity, working closely with a wide range of partners to influence policy-making for the benefit of the region. Key activities include:



A shift to sustainable energy sources will be key to our future

Local Industrial Strategy

The Combined Authority and the LEP will develop a bold new Local Industrial Strategy, to boost productivity and drive clean and inclusive growth. Sitting at the heart of a long-term strategic policy framework, the strategy will focus on ambitious bold steps aimed at boosting productivity and driving both inclusive and clean growth for a post-2030 economy. This will create job opportunities for everyone who lives in the Leeds City Region whilst lowering our carbon emissions.

UK Shared Prosperity Fund

We will carry on working with Government to help shape the new UK Shared Prosperity Fund, to support regional economic growth after the UK leaves the EU. We will continue to call for this post-Brexit funding for local economic growth to exceed existing domestic and EU funding allocations for the Leeds City Region, and put more control of funding decisions in local hands.



Transport for the North

We will continue to be an active partner of Transport for the North (TfN) to ensure that the City Region's transport priorities are reflected both in the programme itself and through funding opportunities. Working with TfN, we will also continue to champion the need for investment in our rail networks, particularly through HS2, Northern Powerhouse Rail and the Transpennine Route upgrade.

Strategic transport pipeline

We are continuing to develop strategic transport plans, particularly the creation of an integrated City Region transport network. These proposals will be developed in conjunction with the National Infrastructure Commission following the announcement that the region was one of five places they have chosen to work with to develop transport plans. The plans will be developed to link with our policies on infrastructure, housing and flood prevention.



Engaging with local communities

Ensuring people have a chance to shape our work is key to developing policies, projects and services that meet the needs of everyone that lives and works in our region. To support this process, we have developed a consultation and engagement website, known as YourVoice, which enables us to share information and source feedback electronically in a more interactive way. In the first twelve months since launching YourVoice we've had 83,600 page views across 22 projects with over 600 users registered to share their opinions.

Accountability and scrutiny

The Combined Authority and the LEP Board are supported by a number of committees and advisory panels. All our meetings are held in public and information, including reports and minutes, are available on our website.

As a public body, governance and scrutiny are vital parts of our work and the Combined Authority Overview and Scrutiny Committee is responsible for reviewing their decisions or actions taken. The Committee is made up of cross-party representatives from each of the West Yorkshire and York councils and provides challenge to the organisation - making reports and recommendations to the Combined Authority on its work and any issues that might affect the people who live and work in Leeds City Region.

Delivering our priorities



Where our funding comes from and how we spend it

Capital funding comes through the LEP Growth Deal, our West Yorkshire-plus Transport Fund and other investment grants that support our capital infrastructure programmes, including improvements to road, rail and cycleways, regeneration schemes, new college facilities and housing developments. The Combined Authority only spends two per cent of Growth Deal funding on delivery costs – compared with an average of 15 per cent elsewhere in the UK.

We also bring in Government, European and private sector funding to support our economic services and support for businesses. Private sector sponsorship pays for increasing amounts of our trade and investment work to attract new companies to the region, and we generate income through our bus stations and sales of MCard.

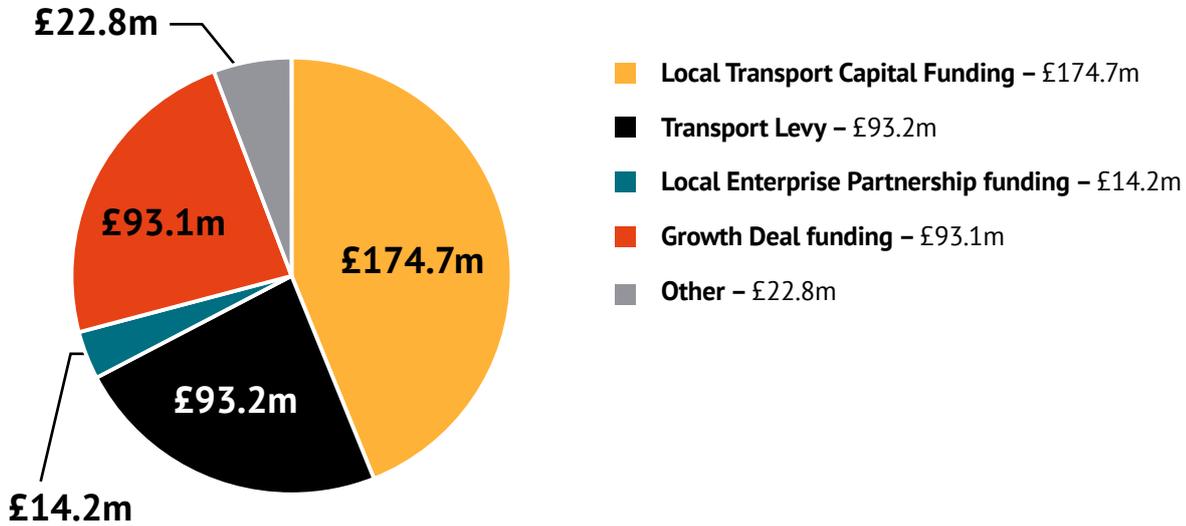
As a public body we must ensure that our budget is balanced. The majority of our revenue funding comes from the transport levy that West Yorkshire councils collect as part of their council tax and other transport funding.

Of this, £47 million goes directly towards providing free travel for senior, blind and disabled people, which is a statutory obligation. The rest goes towards local priorities, including concessionary fares for young people, socially necessary bus services for vulnerable people or those living in isolated areas and travel information services.

Like all public bodies, we face financial pressures and consistently look for ways to save money and improve efficiency, particularly in our corporate services. We have developed a Capital Investment Strategy and are also working on a Medium Term Financial Strategy which will identify, over the next three years, how we will make savings from services in line with the reduced revenue funding available to our council partners.

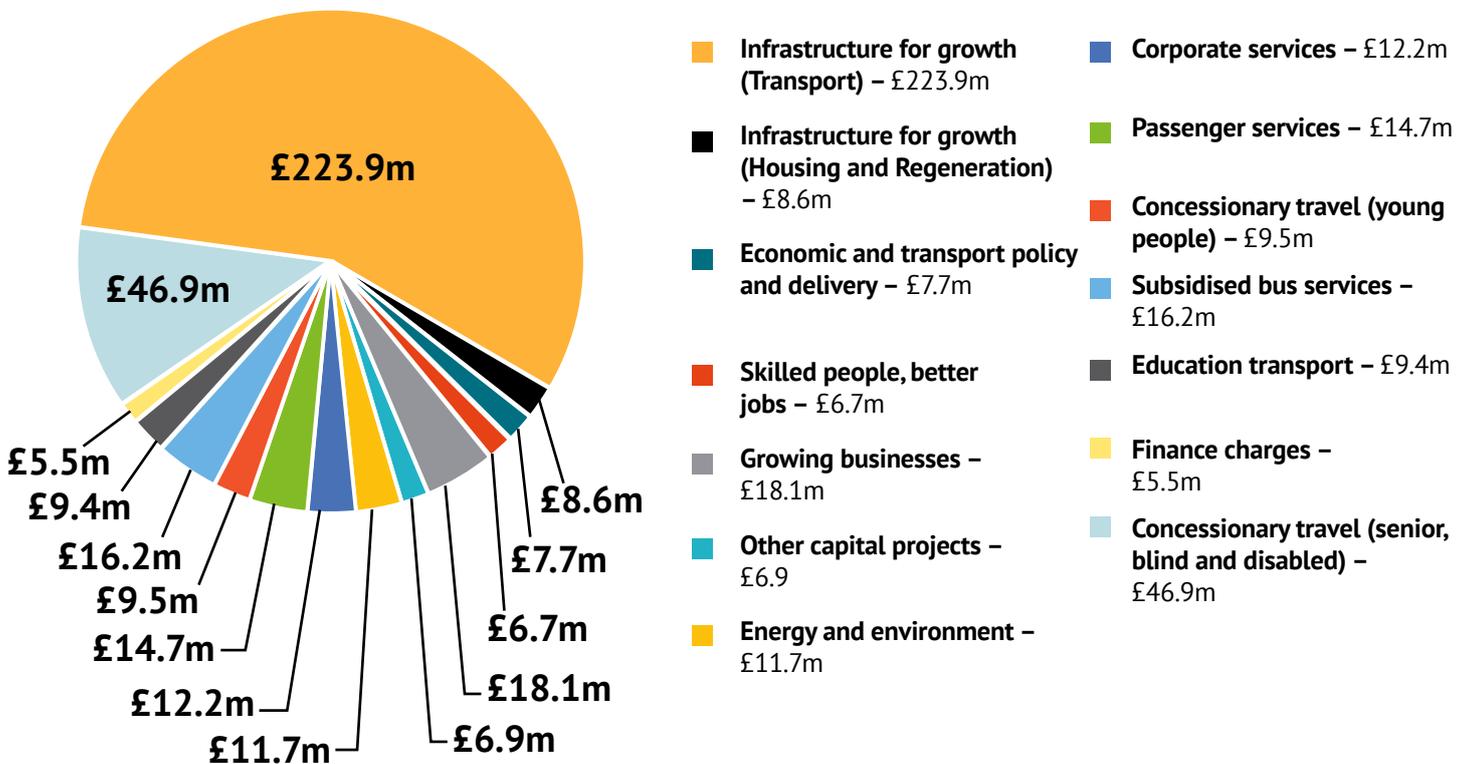
Where our funding comes from in 2019/20

Total income: £398 million



How we will spend our money in 2019/20

Total budget: £398 million



Delivering our priorities

■ The Combined Authority

The Combined Authority is made up of elected politicians from the councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, plus York and the LEP Chair representing the views of business. 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 Combined Authority board is made up of the leaders of our local councils alongside other district councillor members and two additional partner members. The LEP Board, under a private sector chair, brings together business, council and university leaders 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.

Our organisational structure

1. Policy, Strategy and Communications

Developing policies and strategies to transform the region, securing the investment to put those policies into action, and championing the region's interests nationally and internationally

2. Delivery

Overseeing our multi-million pound programme of capital investment in transport improvements and economic regeneration, ensuring projects are delivered on time and on budget, and that the greatest possible benefits are realised for the region

3. Transport Services

Providing high-quality, responsive services to connect people to jobs and other economic opportunities, and running our Metro branded network of bus stations, travel centres and public transport information

4. Economic Services

Supporting businesses to grow, attracting new companies to invest in the region, and supporting skills development to help people progress and prosper and businesses to become more productive

These four directorates are supported by a Corporate Services directorate which ensures that our organisation takes decisions in an open, transparent way, spends money wisely and develops a high performing team.

■ **The Combined Authority senior leadership team**



Ben Still
Managing Director



Melanie Corcoran
Director of Delivery



Alan Reiss
Director of Policy, Strategy
and Communications



Angela Taylor
Director of
Corporate Services



Henry Rigg
Interim Executive Head of
Economic Services



Dave Pearson
Director of Transport Services

■ **Our boards –
The Combined Authority**



**Councillor
Susan Hinchcliffe**
Leader, Bradford
Council and Chair, West
Yorkshire Combined
Authority



**Councillor
Keith Aspden**
Leader, City of York
Council



**Councillor
Judith Blake CBE**
Leader, Leeds City
Council



**Councillor
Peter Box CBE**
Leader, Wakefield
Council



**Councillor
Stewart Golton**
Councillor for Rothwell
(Leeds) Liberal
Democrat Balance
Member



**Councillor
David Hall**
Councillor for
Liversedge and
Gomersal (Kirklees)
Conservative
Balance Member



Roger Marsh OBE
LEP Board
Deputy Chair



**Councillor
Shabir Pandor**
Leader, Kirklees Council



**Councillor
John Pennington**
Councillor for Bingley
(Bradford) Conservative
Balance Member



**Councillor
Tim Swift**
Leader, Calderdale
Council and Deputy
Chair, West Yorkshire
Combined Authority
Deputy Chair, LEP Board
and Chair, Place Panel

Our boards –
The LEP



**Roger Marsh
OBE**
Chair, LEP Board Deputy
Chair, Investment
Committee



**Professor Adam
Beaumont**
Chief Executive, aql
Board Member



**Councillor
Judith Blake CBE**
Leader, Leeds City
Council
Board Member
and Chair, Business
Investment Panel



**Councillor
Peter Box CBE**
Leader, Wakefield
Council
Board Member and
Chair, Investment
Committee



Richard Cooper
Leader, Harrogate
Council
Board Member



**Councillor
Carl Les**
Leader, North Yorkshire
County Council
Board Member



**Councillor
Shabir Pandor**
Leader, Kirklees Council
Board Member and
Chair, Inclusive Growth
and Public Policy Panel



Rashik Parmar MBE
IBM Fellow and
Vice President
Technology
Board Member and
Chair, Employment and
Skills Panel



Mark Roberts
Director,
Beer Hawk Ltd
Board Member



Professor Bob Cryan
CBE
 Vice-Chancellor
 University of
 Huddersfield
 Board Member



Nicola Greenan
 Director, East Street
 Arts
 Board Member and
 Diversity Champion



**Councillor
 Susan
 Hinchcliffe**
 Leader, Bradford
 Council and Chair, West
 Yorkshire Combined
 Authority Board Member



Amir Hussain
 CoE,
 Yeme Architects Board
 Member



Joanna Robinson
 Managing Director,
 Mansfield Pollard Board
 Member, SME Champion
 and Chair, Business
 Communications Group



**Councillor
 Tim Swift**
 Leader, Calderdale
 Council and Deputy
 Chair, West Yorkshire
 Combined Authority
 Deputy Chair, LEP Board
 and Chair,
 Place Panel



**Councillor
 Andrew Waller**
 Deputy Leader, City
 of York Council
 Board Member



Andrew Wright
 Chairman, AW
 Hainsworth Ltd
 Board Member
 and Chair, Business
 Innovation and
 Growth Panel

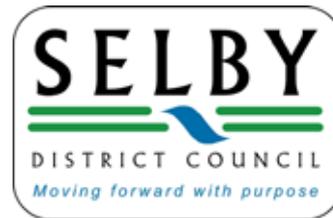
Our partners

Partnership working is at the heart of everything we do. In 2019/20, we'll continue to work with our partners to move further towards our vision for our region.

Combined Authority members:



Working with:



Find out more



Working in
partnership
with the



Leeds City Region
Enterprise
Partnership

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