

West  
Yorkshire  
Combined  
Authority

 Tracy Brabin  
Mayor  
of West Yorkshire

 Leeds City Region  
Enterprise  
Partnership



West Yorkshire  
Combined Authority  
**Corporate Plan 2022-23**

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# Welcome to the 2022-23 Corporate Plan for the Combined Authority

## Mayor's Foreword



**As Mayor of West Yorkshire and Chair of the Combined Authority, I want West Yorkshire to be the best place to live, to work, to learn, to start a business and to raise a family. Where equality, diversity and inclusion is central to everything we do and there are no barriers to getting on and succeeding in life.**

Our Combined Authority is transforming lives, boosting opportunity, connecting people and communities. And, with our partners, we are well-equipped to tackle the many challenges facing our region.

I am working hard alongside our five West Yorkshire Local Authority leaders, and our LEP, to secure a fair, inclusive and lasting economic recovery from the pandemic, improve the region's public transport system, tackle the climate emergency, put women and girls' safety at the heart

of policing and to boost culture, arts and the creative industries.

This Corporate Plan sets out the Combined Authority's ambitious plans to continue the work that we have started since I became Mayor in May 2021.

**I'm proud of what we have achieved so far. We have...**

- Supported the creation of more than 600 new green jobs for young people.
- Secured £900 million to invest in the region's transport system, including £200 million to progress a new mass transit system.

- Launched an enhanced partnership with bus operators to lower fares and improve services.
- Delivered a new Police and Crime Plan with a focus on Women and Girls' Safety and secured multi-year funding deals to reduce violence and support victims.
- Committed £40 million to tackle the climate emergency over the next three years.
- Funded the Mayor's Screen Diversity Programme.
- Expanded the number of low earners eligible for free training via the devolved Adult Education Budget.
- Launched our Enterprise programme, engaging learners, start-ups and high value innovators.

One year ago, I was truly honoured to be elected as the first ever Mayor of West Yorkshire. I would like to once again thank everyone who continues to place their trust in me.

I can promise you and the people of West Yorkshire that I will continue working hard to deliver on my ten pledges to you, so we can truly level-up our communities and ensure that everyone living here has the opportunity to flourish.

**Tracy Brabin  
Mayor of West Yorkshire**



# Managing Director's Foreword



**Our organisational focus for this year is the delivery of the Mayoral Combined Authority's policies and programmes. This follows a fantastic first year embedding the priorities of our new Mayor and welcoming significant newly devolved funding and functions into the organisation – in particular our Adult Education Budget, Police and Crime and the Violence Reduction teams.**

The centrepiece is getting going on a mass transit system for West Yorkshire, and we have a new interim Director, experienced in tram delivery, to take this work forward.

The Combined Authority's vision is to be a leader recognised nationally for our focus and commitment to equality, diversity and inclusion. We are putting in place a new Bus Services Improvement Plan, with £70 million to invest in lower fares and improved facilities for better services for everyone across West Yorkshire. This comes at a time when the commercial bus market is still recovering from the COVID pandemic, putting pressures on the network and the connections to local communities.

We have a significant capital programme underway, with over 35 projects on the ground across West Yorkshire, including improvements to bus stations in Halifax, Bradford and Huddersfield, a Wakefield enterprise zone, a new rail station at White Rose, and bus priority and cycle lanes across the city region.

We are targeting our skills provision and business support on those who have not interacted with us before, with a particular focus on ethnic minority-led businesses, and those from more deprived communities. Our tailoring of the devolved Adult Education Budget will overtly focus on the skills needed for our post-COVID local economy. We will also be launching new products to support business growth, including our entrepreneur programme and our new business loan 'accelerator' fund.

Corporately we are changing as we deliver a doubling of our capital and revenue budgets, the need for new skills and a massive desire to improve the equality and diversity of our organisation – so that we are more reflective of the communities that we serve in West Yorkshire.

So, it's an exciting year ahead!

**Ben Still**  
**Managing Director**

# West Yorkshire Combined Authority

*Working for a better  
West Yorkshire*



## Our Vision

Our vision is to create a West Yorkshire that is prosperous, well connected, safe, inclusive and a hotbed of creativity and sustainability.

This vision means we need to:

- Prioritise initiatives which drive inclusive and sustainable economic growth and prosperity.
- Promote innovation, internally and across the region.
- Give focus to tackling the climate and environment emergency – through every initiative.
- Drive towards an efficient, world class transport system.
- Continue our focus on delivering world class policing and enhanced community safety.
- Provide a consistent and unified ‘voice of the region’, enabling West Yorkshire and the Mayor to proactively influence in government.

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*Our vision, mission and strapline are being evolved year on year.*

## Our Mission

The West Yorkshire Combined Authority brings together the local authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield with the LEP. Working in partnership, we develop and deliver policies, programmes and services which directly benefit the people of West Yorkshire.

We will achieve our mission by:

- Working in partnership with the Local Authorities, West Yorkshire Police, business and our network of suppliers and partners.
- Knowing and understanding our customers, communities and places.
- Putting ‘outcomes for West Yorkshire’ at the heart of everything we do.
- Prioritising our work based on what’s best for the collective whole.
- Using data to make sure our projects and programmes impact the things that matter.

# West Yorkshire Combined Authority

*Working for a better  
West Yorkshire*



## The Mayor of West Yorkshire

In May 2021, Tracy Brabin was elected Mayor of West Yorkshire, representing the interests of 2.3 million people across the region. The Mayor is supported by an appointed Deputy Mayor for Policing and Crime, Alison Lowe OBE.

As the Chair of the Combined Authority, the Mayor works with the five Leaders of the West Yorkshire Local Authorities to deliver their policies to help make West Yorkshire even better.

The Mayor is a strong champion for the region, making sure that the voice of the people of West Yorkshire is heard in Westminster. This makes West Yorkshire better able to influence Government policy on key matters such as the future of transport infrastructure and how to level up our communities.

## The Combined Authority Board

Our work is led by the Combined Authority Board, chaired by our Mayor, and supported by the LEP Board and the thematic committees of the Combined Authority which focus on achieving our corporate objectives.

Membership of the Board is made up of the Mayor and democratically elected councillors from our West Yorkshire partner councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, the Chair of the LEP, and a non-voting member representing the City of York Council.

The LEP Board brings together business and council leaders to ensure that the public and private sectors are working together to build a strong, inclusive economy.





## Policing and Crime

**When the Mayor was elected in May 2021, she took on the functions previously exercised by the Police and Crime Commissioner. The Mayor does not run the police but is the voice of the people, sets strategic direction, and holds the Chief Constable to account. This helps to make the police answerable to the communities they serve and to provide stronger and more transparent accountability.**

The Mayor and the police work in partnership with a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime. Other functions of the Mayor include commissioning services to support those harmed by crime and reduce reoffending, consulting the public to ensure that their views and priorities are taken into account, and strengthening links across the criminal justice system to support community safety and cohesion.

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



# Our Objectives

We work across West Yorkshire to develop and deliver policies, programmes and services which directly benefit the people of West Yorkshire.



# Our Objectives



## Corporate Objectives

Our work is focused on seven key objectives:

- 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

## This means we:

- Prioritise initiatives which drive inclusive and sustainable economic growth and prosperity
- Promote innovation, internally and across the region
- Give focus to tackling the climate and environment emergency-through every initiative
- Drive towards an efficient, world class transport system
- Continue our focus on delivering world class policing and enhanced community safety
- Provide a consistent and unified 'voice of the region', enabling West Yorkshire and the Mayor to proactively influence in government





## Equality, Diversity and Inclusion

**Equality, Diversity and Inclusion (EDI) runs through all that we do. In 2021 the Combined Authority adopted its EDI vision, to be a leader recognised nationally for our focus and commitment to EDI. To support the delivery of this vision, we are developing an action plan which shows how we will embed the Local Government Equality Framework in our work, and this is a key priority for 2022.**

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 Diversity, Equality and Inclusion 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 Diversity, Equality and Inclusion will be mandatory.
- All staff will be set an annual objective about how they must promote Diversity, Equality and Inclusion 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.





## Securing a Strong Recovery, Building Resilience, Levelling Up

**In the pandemic, our efforts were focused on protecting jobs and livelihoods by helping businesses remain open and adapt to the changing circumstances, while laying the foundations of a strong recovery that will allow everyone to achieve their potential and enjoy the best quality of life. We now face different challenges, with an over-heated labour market meaning that many businesses are struggling to recruit the skills they need and the economic shock of war in Ukraine leading to significant wider pressures around inflation and cost of living.**

We continue to work with our partners across the region, to support thousands of businesses with advice, guidance and financial assistance. In 2021-22, we supported over 3,800 businesses to build resilience and grow. We are now looking to our next phase for the regional economy to meet the new challenges we face and level up our communities.

We need to ensure the region's businesses and people can navigate the challenges and opportunities. As we look to support the recovery and ensure the long-term economic prosperity of our region, we are using the opportunities of the devolution deal to invest in our people, helping them to gain new skills and new, green, fair jobs.

We are also investing in our infrastructure – delivering new transport schemes, developing our bus network, and a mass transit system for the region. At the same time, we are ensuring that we are tackling the climate emergency, addressing inequalities, and creating a more inclusive economy to level up our communities.

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



# Our Seven Objectives for this Year

## How we work: The West Yorkshire Partnership

**Everything the Combined Authority delivers involves working in partnership. We work wholly in partnership with the five West Yorkshire local authorities towards shared objectives, centred around the goal of improving the lives of the communities that we serve. Working together we can share expertise, maximise the impact of our funding, and ensure our programmes and investments meet the needs of communities and the region.**

Beyond this, we work with a wide range of partners across the region and nationally including transport operators, businesses, universities, housing associations, and government agencies.

Devolution has strengthened and embedded this further, and we work together to implement the **£2.6billion+** devolution deal and to agree how we will invest this funding against the priorities in our West Yorkshire Investment Strategy.

The next sections set out our progress against our objectives and our goals for this year.





# 1.

## Empowering our communities, towns and cities to thrive

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.

### In 2021-22 we have:

- Worked with local authorities and housing associations through the West Yorkshire Housing Partnership to set out an ambitious plan for 5,000 affordable sustainable homes. This will enable more people across West Yorkshire to access a home.
- Launched the first phase of the Points Cross housing scheme which will deliver 300 new sustainable homes in Leeds South Bank.
- Made significant progress on developing projects for the Brownfield Housing Fund, and entered into contracts to deliver 1,566 new homes.

### This year we will:

- Work with partners to plan how we will continue to invest to achieve our 5,000 affordable sustainable homes target.
- Develop a West Yorkshire Housing Strategy.
- Strengthen our approach to equality, diversity and inclusion in this area, for example through the Dementia Ready Taskforce.
- Secure funding to accelerate delivery of digital infrastructure such as broadband.



## 2.

### **Building a sustainable, nature rich and carbon neutral region**

**Achieving net-zero carbon by 2038, promoting climate resilience and green recovery and ensuring that the transition to net zero carbon is fair and equitable.**

**We are leading on this agenda, with our Mayor Tracy Brabin taking on the position of co-president of UK100 and plans to host the UK100 summit in July.**

#### **In 2021-22 we have:**

- Published our Carbon and Environment Plan and provisionally allocated £40 million to deliver it.
- Secured a £5 million allocation from the Social Housing Decarbonisation Fund.

#### **This year we will:**

- Deliver the early priorities of our Carbon and Environment Plan and build our longer-term plans into implementable projects to work towards our target of becoming net zero by 2030.
- Adopt our Carbon Impact Assessment tool to help ensure that all our investments contribute towards our net zero target.
- Produce the West Yorkshire Nature Recovery Strategy and Action Plan to drive the nature recovery in West Yorkshire.

# 3.

## Creating an accessible, clean and customer focussed transport system

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.

### In 2021-22 we have:

- Started the process of exploring bus reform and agreed an Enhanced Partnership with our operators to deliver better service to customers, including securing £70 million through Bus Service Improvement Plan funding.
- Secured in principle £830 million from Government for sustainable transport through the City Regional Sustainable Transport Settlement and progressed our plans for mass transit.
- Secured funding for delivery of walking and cycling schemes to encourage a shift to more active travel.



### This year we will:

- Deliver our Bus Service Improvement Plan (BSIP) and progress bus reform to ensure communities are connected to opportunities and essential services.
- As part of BSIP, work in partnership with bus operators to create a simpler fare structure for West Yorkshire.
- Continue to develop our business case for a West Yorkshire mass transit system and form our new mass transit directorate.
- Make enhancements to the MCard app, roll out colour coded network maps, and contactless capping on all buses.
- Publish our Rail Strategy to set out our future vision for rail in West Yorkshire and connecting us nationally.
- Continue to deliver projects that benefit local communities through our Transport Fund and 'City Region Sustainable Transport Settlement'.

# 4.

## Supporting community safety and accountable, proactive policing

**Providing strong and transparent accountability of the police. Working with the police and partners to ensure people and communities feel safe. Putting the safety of women and girls at the heart of the Police and Crime Plan.**

### In 2021-22 we have:

- Launched our Police and Crime Plan 2021-24 following comprehensive consultation, including with women's groups, focus groups and through face-to-face conversations. Our plan has safety of women and girls, equality diversity and inclusion, and early intervention and prevention at its heart.
- Helped to bring over £3.5 million external funding into West Yorkshire to boost support for victims of domestic abuse and sexual violence, address domestic abuse offending, and support safer public places.
- Secured additional officers and frontline staff to help keep our streets safe, making good progress towards our target of 750 more staff by 2024.

### This year we will:

- Publish the strategies and performance indicators that underpin our Police and Crime Plan, setting out a clear path to 2024.
- Publish an evidence-based Violence Reduction Strategy.
- Work across the partnership to improve outcomes for victims and survivors of Domestic and Sexual Abuse and Violence, including criminal justice outcomes.
- Commission targeted services to improve community safety and support victims.





# 5.

## Championing culture, sport and creativity

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.

### In 2021-22 we have:

- Convened our region's experts through the new West Yorkshire Culture, Heritage and Sport Committee to drive our planning in this area.
- Launched the Creative Catalyst programme to drive growth in the creative sector.

### This year we will:

- Shape a pipeline of interventions for our Creative New Deal.
- Grow the Creative and Digital Sector through the Creative Digital Catalyst Programme.
- Work with partners to refresh the cultural framework to develop and prioritise the regional programme on culture, heritage and sport.
- Develop an approach to supporting festivals and events, including through 'years of culture' events across West Yorkshire.

# 6.



## 6. Driving economic growth and innovation to enable good jobs

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.

### In 2021-22 we have:

- Refreshed our Economic Recovery Plan with a focus on ensuring a fair, just and lasting recovery from Covid.
- Launched our £6 million entrepreneurship programme to support businesses, West Yorkshire Innovation Network and Manufacturing Taskforce.

### This year we will:

- Launch the £20 million Foresight West Yorkshire SME Investment Fund.
- Appoint a Mayoral Inclusivity Champion.
- Progress plans for a Fair Work Charter.
- Deliver innovation support projects for competitive advantage, innovation festival and Mayoral challenge competition.
- Deliver more business start-ups through entrepreneurship ladder of enterprise programme.

# 7

## 7. Enabling a diverse, skilled workforce and accessible learning for all

Ensuring that our learners have the skills, confidence and connections to reach their full potential. Facilitating access to a diverse, confident and capable workforce for the region's employers, to support strong and sustainable economic growth.

### In 2021-22 we have:

- Created a Green Jobs Taskforce which oversees the delivery of 1,000 Green Jobs in West Yorkshire) – over 600 jobs pledged to date.
- Delivery of the West Yorkshire Digital Skills Partnership, including development of a West Yorkshire Digital Skills Plan, with focus on provision of digital skills to all residents.
- Published and refreshed the Employment and Skills Framework, with focus on digital skills, youth unemployment and health at work.
- Delivery of the Adult Education Budget, managing £42 million of expenditure in 2021-22.



### This year we will:

- Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.
- Implement the Employment and Skills Framework, including a Digital Skills Plan.
- Deliver and commission the Adult Education Budget to achieve better outcomes for adult learners, and those seeking changes mid-career.

# 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.**

The largest portion of our annual revenue income comes from the Transport Levy, which our partner councils in West Yorkshire collect through Council Tax.

Gross revenue expenditure in this area for 2022-23 has increased from £147.1 million to **£156.5 million** (through the Transport Levy funding and a mix of sources including self generated income and specific grants): this expenditure funds discounted travel and subsidised bus services for children, young people, older people and communities, as well as travel information, bus stations, stops and shelters.

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

In addition there is budgeted revenue expenditure of £63 million for Adult Education in 2022-23, funding of which was secured as part of the devolution deal.

The Capital Spending Programme is funded from a number of sources as outlined here, totalling £287.6 million (£381.9 million in 2021-22).

## Where our funding comes from (£507 million)

Transforming Cities Fund  
**(£137.5 million)**

Transport Levy  
**(£92.2 million)**

Education and Skills Funding Agency  
**(£63.6 million)**

Local Transport Capital Funding  
**(£52.5 million)**

Transport Fund  
**(50.5 million)**

Brownfield Housing Fund  
**(£29.1million)**

Gainshare  
**(£16 million)**

Local Enterprise Partnership Funding  
**(£11 million)**

Police Precept  
**(£1.7 million)**

Other  
**(£52.9 million)**

## How we spend our money (£507 million)

Infrastructure for growth (transport)  
**(£253.4 million)**

Transport services  
**(£94.8 million)**

Skilled people, better jobs  
**(£80.3 million)**

Infrastructure for growth (housing and regeneration)  
**(£29.2 million)**

Corporate services  
**(£17 million)**

Growing businesses  
**(£10 million)**

Finance Charges  
**(£6.9 million)**

Economic and transport policy and delivery  
**(£4.5 million)**

Policing and delivery  
**(£3.8 million)**

Energy and environmental resilience  
**(£2.4 million)**

Police and Crime Commissioner  
**(£2.2 million)**

Other corporate projects  
**(£2.6 million)**

# The Combined Authority Board

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



**Tracy Brabin**  
Mayor of  
West Yorkshire (Chair)



**Councillor  
Susan Hinchcliffe**  
Leader, Bradford Council



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



**Councillor  
Shabir Pandor**  
Leader, Kirklees Council



**Councillor  
James Lewis**  
Leader, Leeds City Council  
(Deputy Mayor)



**Councillor  
Denise Jeffery**  
Leader, Wakefield Council



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



**Councillor  
Andrew Waller**  
Westfield Ward (York)  
Member for York  
(non-voting)



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



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



**Councillor  
Matthew Robinson**  
Harewood (Leeds),  
Conservative  
Balance Member

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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. Decisions relating to the Mayor's Police and Crime Commissioner functions are published online and reported to the Police and Crime Panel.

## Combined Authority Members

# Leeds City Region 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.**

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

**Tracy Brabin**  
Mayor of West Yorkshire

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

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

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

**Amir Hussain**  
CoE, Yeme Architects

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

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

**Mandy Ridyard**  
Finance Director, Produmax

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

**Andrew Wright**  
Chairman, AW Hainsworth Ltd

**Councillor Susan Hinchcliffe**  
Leader, Bradford Council

**Councillor Denise Jeffery**  
Leader, Wakefield Council

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

**Councillor Shabir Pandor**  
Leader, Kirklees Council

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

Following the publication of the Levelling Up White Paper, which proposes changes to the role of LEPs, the role of the LEP is being reviewed during 2022. The future model will take the best of what has gone before and ensure that we continue to operate deep partnership between the public and private sectors.

# Senior Leadership Team

**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.

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

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**Ben Still**  
Managing Director

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

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

**Liz Hunter**  
Interim Director of Policy and Development

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

**Melanie Corcoran**  
Director of Delivery

**Brian Archer**  
Director of Economic Services

**Kevin Murray**  
Interim Director of Mass Transit

**Caroline Allen**  
Monitoring Officer

Partnership working is at the heart of everything we do. In 2022-23, we'll continue to work with our partners to move further towards our vision for our region.



# Find out more

## West Yorkshire Combined Authority

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