



West
Yorkshire
Combined
Authority

Tracy
Brabin
Mayor of
West Yorkshire

Corporate Plan 2025-26



Contents

Mayor’s foreword	5	Mission driven	33
Chief Executive’s foreword	6	Delivering growth in West Yorkshire	34
Our priorities	8	Delivering our ambitions	38
Our vision for West Yorkshire	10	Equity, diversity and inclusion	40
Our five key missions	11	Our finances	42
A prosperous West Yorkshire	12	Our leadership and governance	44
A happy West Yorkshire	16	The Combined Authority	46
A well-connected West Yorkshire	20	West Yorkshire Business Board	48
A sustainable West Yorkshire	24	Committees	51
A safe West Yorkshire	28	Senior Leadership Team	52



Mayor's foreword

This year, the English Devolution Bill will give regional Mayors greater powers, more funding and true autonomy to make decisions for their people and communities.

We are already proving that devolution is working for West Yorkshire. These changes will place us in a stronger position than ever to drive forward our vision.

We embrace the challenge ahead

Over the next 12 months, we will deliver the first phase of our plans for bus franchising and gradually roll out the Weaver Network – our new brand for West Yorkshire's integrated transport system. We will act on the public mandate we've received to deliver a Mass Transit system, and we will drive forward our 10-year Local Growth Plan.

We will build more affordable homes, support thousands of people to retrain or upskill through the devolved Adult Skills Fund and transform support for local businesses.

We will work with schools and colleges to inspire our young people and give them greater options to forge career pathways.

We will make our streets safer and tackle the causes of serious violence through our new Police and Crime Plan.

And we will continue to unlock the opportunities that devolution brings, including access to integrated settlement funding.

Making a difference

In 2021, the beginning of my first term as Mayor was the start of a long journey towards devolution for West Yorkshire. We knew the change that our local communities needed but lacked the tools, powers and resources to enact it fully.

Now, on the cusp of achieving the autonomy we have waited for, we are ready to act.

Tracy Brabin
Mayor of West Yorkshire



Chief Executive's foreword

The Combined Authority has come a long way in the last 10 years. Created in 2014 from the teams from the West Yorkshire Passenger Transport Executive and Local Enterprise Partnership and others, it is now an established statutory organisation that supports the Mayor and works with the five West Yorkshire Leaders to deliver sustainable and inclusive economic growth for the people of West Yorkshire.

We have a bold vision for the future and to deliver it, we must embrace change. Change has become the new normal at the Combined Authority. We are growing, taking on new responsibilities, delivering more and faster than ever before.

With greater responsibilities come greater expectations and a renewed sense of focus and commitment. We're moving forward at pace.

Since 2021, we've supported 183,000 adult learners and now control the regional £67 million Adult Skills Fund. We've built thousands of affordable homes, engaged with 25,000 young people through our Violence Reduction Partnership and pioneered a Child-First approach to developing our services. We've supported businesses to thrive and grow, and laid the foundations for a new integrated transport system.

These projects are successful because of our vital partnerships – with local authorities, businesses and investors, schools and colleges, and many more who share our vision for a better West Yorkshire.

Our key ambitions over this coming year include:

- Using powers we've gained through enhanced devolution to deliver our Growth Plan, which will create than 30,000 jobs over the next 10 years
- Transforming support for local businesses through a new engagement model
- Scaling up Home Energy West Yorkshire, our new service offering energy advice and access to low-cost loans for local communities
- Progressing plans for our integrated transport network, including bringing buses back under public control
- Delivering our Police and Crime Plan with a focus on improving support for victims of crime and reducing serious violence
- Getting spades in the ground on a mass transit system by 2028
- Reducing barriers to learning through our employment and skills projects, with more targeted support for under-represented groups to gain good jobs

We're already delivering these ambitious projects – improving how we operate to make a greater impact for the people of West Yorkshire. We've changed our decision-making, delegations and processes to get more done, faster. But there's more to do. As we look to the next 12 months, with our partners, we'll deliver, deliver, deliver.

Ben Still
Chief Executive
West Yorkshire Combined Authority

West Yorkshire Mayor's Question Time

#WYMQT



Our priorities

To support our long-term vision and mission, we have moved to a four-year corporate planning cycle that aligns with the Mayoral term.

This Corporate Plan outlines planned activity against the corporate priorities between April 2025 and March 2026.

Our corporate priorities are set out over the following pages and demonstrate the level of ambition we have for West Yorkshire and our plan for large-scale growth.

The Corporate Plan sits alongside a three-year Delivery Plan that provides key activity milestones showing how we will achieve our ambitions. Over the next three years we will continue to build on the strong delivery in the first year of this Mayoral term, to ensure that maximum impact is delivered for the people of West Yorkshire.

Our vision for West Yorkshire

We are working in partnership to create a brighter future that works for all.

The West Yorkshire Plan sets out five key missions, shared by the Combined Authority and our partners, which drive delivery across the region to transform lives and communities.



Our five key missions



A prosperous West Yorkshire
– an inclusive economy with well paid jobs



A happy West Yorkshire
– great places and healthy communities



A well-connected West Yorkshire
– a strong transport system



A sustainable West Yorkshire
– making lives greener



A safe West Yorkshire
– a region where everyone can flourish

A prosperous West Yorkshire

– an inclusive economy with well paid jobs

Priorities for 2024–28

We will focus on the following priority areas to deliver a prosperous West Yorkshire:

- Implementing our new employment and skills delivery model to meet the Mayor’s ambition for West Yorkshire as ‘a region of learning and creativity’.
- Creating a thriving and globally recognised business community of fair, responsible and purposeful employers.
- Working in partnership to unleash the economic potential of creative industries across West Yorkshire help culture, heritage and sport sectors to thrive.
- Tackling inequality across the region by removing barriers to opportunity so that everyone can prosper.



What success will look like:

5,000

People supported each year to access employment or self-employment.

44,120

Adults supported each year to upskill or re-train.

200

Apprentices championed each year to maximise their potential.

500

Businesses engaged with each year to generate a talent pipeline within their organisations.

5,000

People with health conditions supported for each year the Work and Health Plan is funded.

3,000

Businesses supported each year through West Yorkshire Interventions.

3,000

Business secured as members of the Fair Work Charter.

800

Businesses enabled to decarbonise saving 2,000 tonnes of greenhouse gas emissions.

20,000

Residents aided each year with crisis support and to build resilience through the second Mayor’s Cost of Living Fund.



Key achievements in 2024–25

- Published the **West Yorkshire Local Growth Plan**, setting out our approach to deliver growth for the region over the next 10 years.
- Supported **36,478 adults** to upskill or re-train of which 22,305 people are from an ethnic minority group and 28,214 are female.
- Engaged **505 businesses** with employment and skills programmes, helping create a pipeline of talent in West Yorkshire.
- Supported **6,170 people** to access employment or self-employment, exceeding our original target by 147%.
- Enabled **214 businesses** in West Yorkshire to become more sustainable.
- Created a shared commitment for employers to improve working conditions and practices through signing up **200 organisations** to the Fair Work Charter.
- Showcased West Yorkshire as an Innovation powerhouse through leading the West Yorkshire Innovation Festival which attracted **over 700 participants** to 29 events in March 2025, bringing together businesses, entrepreneurs and academics.
- Showcased the people, places and businesses across West Yorkshire to the **800 plus unique visitors** who attended the West Yorkshire Pavilion at UKREiiF 2024.
- Delivered **14 trade initiatives**, involving 189 West Yorkshire businesses.
- Signed a landmark agreement to boost **West Yorkshire’s health technology sector** following a Mayoral trade mission to Nashville, Tennessee.
- Provided business support to **2,721 businesses** through the Growth Hub.
- Enabled **141 businesses** to innovate to support increased productivity.
- Targeted emergency support to **61,000 individuals and households** through the Mayor’s Cost of Living Fund, a £3 million fund open between October 2022 and March 2025.

2025–26 milestones

- Running employment and skills support programmes under the **Adult Skills Plan** to open pathways for residents into apprenticeships, employment or career progression.
- Creating a **Leadership and Management Offer** for employers to support upskilling.
- Delivering against the **West Yorkshire Work and Health plan** to provide interventions that will keep people in work or remove barriers to secure employment.
- Engaging with employers in key sectors to ensure they have the **skills to increase productivity** and innovation.
- Piloting an integrated **All Age Careers and Employment Hub** designed to deliver on the West Yorkshire Promise.
- Launching the **West Yorkshire Business Bank** to provide increased access to finance for businesses, helping them to increase productivity.
- Publishing sector plans and delivering initiatives to **drive growth** in the health and life sciences, digital, financial and professional services, creative industries, advance manufacturing and green economy sectors.
- Launching West Yorkshire as an **Innovation Centre of Excellence**, driving investment in the region by building on our assets and partnerships.
- Focusing support on healthtech businesses through the **Investment Zone Accelerator** while exploring the opportunity to innovate further.
- Driving membership of the **Fair Work Charter** as a way of supporting good practice and creating the conditions for businesses and employees to thrive.
- Supporting businesses to be more sustainable and adopt carbon management plans to contribute towards our **net zero ambitions**.

A happy West Yorkshire

– great places and healthy communities

Priorities for 2024–28

We will focus on the following priorities areas to support a happy West Yorkshire:

- Delivering regeneration through priority places in each of the five West Yorkshire local authority areas to increase opportunity for residents through employment sites and housing opportunities.
- Implementing our Housing Strategy for West Yorkshire which seeks to increase the supply of affordable homes, improve the quality of existing homes and create resilient places.
- Working with partners and stakeholders to safeguard thriving culture, heritage and sport offers that are accessible to all
- Developing a West Yorkshire Spatial Development Strategy that will support Mass Transit in West Yorkshire and support the development of infrastructure to drive regeneration.



What success will look like:

300

Businesses provided international trade support.

15,000

New homes delivered.

15

West Yorkshire Housing Provider members adopt dementia-ready policies and are trained to deliver the policy.

725

Creative organisations, businesses and freelancers per year are supported as part of our mission to boost the creative industries.

200

Schools and 60,000 young people are engaged with Poetry Week each year and rolled out an equivalent programme for sculpture.

200

Private sector organisations enaged in the Local Visitor Economy Partnership.



Key achievements in 2024–25

- Entered into the Memorandum of Understanding with Government for the **£160 million** Investment Zone. Progressed the first scheme approvals, including the National Health Innovation Campus in Huddersfield.
- Secured approvals to over-deliver against the Government's **5,000 house target** for the Brownfield Housing Fund with over 30% affordable homes to be secured through the programme. The Railway Street affordable housing project in Leeds completed this year.
- Provided the business case to Government through the **Levelling Up Fund** to retain money for national cultural projects including the British Library North and National Poetry Centre.
- Commenced infrastructure works at the **Langthwaite Enterprise Zone** in Wakefield to create viable employment land.
- Launched the **West Yorkshire Music Network** creating a central hub for music industry professionals to share knowledge and insight and create opportunities.
- Collaborated through the **Mayor's Big Ideas Challenge** in February 2025, providing 16–25 year-olds the opportunity to co-produce solutions to improve young peoples' health and happiness in the region.
- Enabled increased diversity in the screen sector through the **Mayor's Screen Diversity Programme**. The last cohort comprised 29.1% people from ethnic minority backgrounds, and 66.7% people managing a disability.

2025–26 milestones

Progressing work against the Bradford, Calderdale, Kirklees, Leeds and Wakefield Spatial Priority Areas including:

- Implementing phase 2 of the **Langthwaite Enterprise Zone** by 2028, to deliver new employment space in the region.
- Unlocking growth in the healthtech sector by progressing delivery at **Gasworks Street South**, Kirklees (completed works in 2027) and **Bradford University Digitisation Hub** (complete in 2028) as part of the Investment Zone.
- Utilising innovative funding approaches to improve the viability of priority developments like **Bradford City Village**.
- **Attracting inward investment** through developing a place marketing approach and a strategy to attract international investment.
- Establishing **One Creative North** as the creative industries function of Great North. Great North is a pan-regional collaboration of Mayoral Strategic Authorities, Arts Council England, public service broadcasters and others which is aimed at creating 500,000 new jobs and an additional £10 billion in economic value across the North.
- Building on the legacy of 'Years of Culture' in each local authority, 'We Are West Yorkshire' will be annual thematic years of activity. This will tie in with the region's **Local Visitor Economy Partnership** to drive the visitor economy and shape our regional identity and profile.
- Completing an audit of access to libraries for primary school aged children. Establishing the **Library School Book Fund** to create libraries in priority schools.
- Being a key funder of **Bradford 2025 UK City of Culture** which is anticipated to attract over 1.5 million visitors and add £365 million to the local economy.
- Establishing a **Creative Health infrastructure** through recruitment of two regional coordinators and five local coordinators embedded with local providers.
- Developing a **West Yorkshire Infrastructure Strategy**, which will also serve as an essential first step towards a West Yorkshire Spatial Development Plan.

A well-connected West Yorkshire – a strong transport system

Priorities for 2025–26

We will focus on the following priorities areas to support a well-connected West Yorkshire:

- Delivering our Bus Franchising programme, bringing buses back into public control ensuring they meet the needs of our communities.
- Delivering phase one of our Mass Transit programme, with spades in the ground by 2028.
- Producing a new asset strategy and developing our asset and acquisition capability to ensure that we have the infrastructure in place to deliver against our ambitions.
- Developing, consulting on and implementing our statutory Local Transport Plan, which will set out our transport priorities until 2036.
- Championing the provision of affordable, accessible and reliable public transport, keeping communities connected.



What success will look like:

120,000

Visits facilitated to the Mass Transit Consultation Page across the full diversity of communities.

5,000

Mass Transit consultation surveys completed (at least).

£30 million

Or more invested to improve existing bus services.

6

New strategic bus depots established across the region to support our bus franchised network.

£24.6 million

Investment to support Mayor Fayres to ensure that bus travel remains affordable in West Yorkshire.

33

New access buses operating and providing door-to-door travel assistance for people who encounter difficulties using standard bus services.

550

Bus stops installed with new real time displays to support our wider commitment to the availability of timely timetable information.



Key achievements in 2024–25

- Delivered a £21.5 million award winning refurbishment of **Halifax Bus Station**.
- Reopened **Bradford Interchange** in January 2025, welcoming visitors to Bradford City of Culture following improvements to the site.
- Concluded the public consultation on our **Mass Transit proposals** with over 4,800 responses from residents across West Yorkshire.
- Completed the **Bradford City Cycling and Walking scheme** to support the start of Bradford City of Culture 2025 and encourage active travel in the area.
- Launched the '**Orange Wallet**' scheme, designed to help people with communication difficulties or disabilities access more time and support from staff to use public transport confidently and comfortably.
- Increased the speed at which we processed **Blind or Disabled Person's Travel Passes**, improving the processing time from an average of 24 weeks turnaround in some districts to eight weeks across the board in West Yorkshire.

2025–26 milestones

Meeting key milestones of phase 1 of our **Bus Franchising programme**, contracting the first franchised services.

Unveiling our **new transport brand** and beginning a brand transition process across our transport network.

Securing **six strategic bus depots** across West Yorkshire.

Submitting our **Mass Transit Strategic Outline Case** to the Department of Transport, with the next round of public consultation taking place.

Carrying out a **conditions survey** on our assets, in preparation for the development of our new assets strategy and delivery model.

Running a consultation on the draft **Local Transport Plan**, ensuring that we are able to adopt the plan by the end of the year.

Developing a revised **Schools Transport Plan** and **Bus Services Continuity Plan**.

A sustainable West Yorkshire

– making lives greener

Priorities for 2025–26

We will focus on the following priorities areas to deliver a sustainable West Yorkshire:

- Delivering our Home Energy West Yorkshire programme to retrofit homes in the region, working towards ensuring that warm, comfortable, low carbon homes are available to all in West Yorkshire.
- Enhancing flood protection in the region to ensure resilience against a changing climate.
- Preparing the Local Area Energy Plan pipeline of projects and the Climate and Environment Fund.
- Delivering our Transport Capital Programme to provide residents in West Yorkshire with varied and more sustainable travel options.
- Publishing and delivering our Local Nature Recovery Strategy and establishing the Combined Authority’s role on biodiversity net gain.



What success will look like:

8,900

Social homes retrofitted across West Yorkshire, with an additional 1,500 social homes fitted with solar panels and battery storage.

65

Zero emissions buses delivered.

4

Local Authorities registered as habitat bank sites, providing developers in the region with a viable alternative option for delivering their environmental obligations.

64

New bus priority junctions and 14 kilometres of new or improved bus lanes delivered.

2,000

Public electric vehicle charging points fitted across the region.

160

Kilometres of new or improved pedestrian and cycle routes and 340 new pedestrian crossings delivered.



Key achievements in 2024–25

- Launched **Home Energy West Yorkshire**, kickstarting a home energy revolution by introducing low-interest loans for people to renovate their homes and reduce their energy bills. By the end of March 2025, £521,807 was approved in loans, with 50 loans active at the start of April 2025.
- Supported the installation of retrofit measure at **1,181 properties**, progressing towards the year-end output of 1,100 social homes.
- Completed several major flood resilience schemes, most notably the 14-kilometre, £200 million **Leeds Flood Alleviation Scheme Two**.
- Delivered solar panel and battery storage at 561 homes through the **Residential Collective Buying Scheme**, a scheme aimed at making solar panels and battery storage more affordable for West Yorkshire residents.
- Delivered 22 **zero emission buses** and associated charging infrastructure at the Bramley depot in Leeds in partnership with First Bus.
- Signed a **Strategic Climate and Environment Partnership** with Centrica, Daikin, SSE and Sustainable Building Services to make sure that the public and private sectors are working together to progress towards net zero.

2025–26 milestones

- Delivering the initial phase of **Home Energy West Yorkshire**, enabling access for West Yorkshire residents and businesses to trusted retrofit advice and support.
- Consulting on and publishing our **Local Nature Recovery Strategy**.
- Developing a pipeline of **investment-ready environmental projects**, mapping potential funding opportunities and engaging with prospective investment partners.
- Implementing a **Social Housing Decarbonisation Plan** in line with the Mayor's commitment to deliver retrofit to all social homes across the region.
- Launching a multimillion-pound **Climate and Environment Fund** to support the delivery of net zero schemes at both pace and scale.
- Completing key projects as part of our **Transport Capital Programme**, ensuring that there are viable options for sustainable and active travel across the region.

A safe West Yorkshire

– a region where all can flourish

Priorities for 2025–26

We will focus on the following priorities areas to deliver a sustainable West Yorkshire:

- Supporting the Mayor as the Police and Crime Commissioner and Deputy Mayor for Policing and Crime to fulfil their statutory obligations in holding the Chief Constable to account.
- Developing and delivering a serious violence strategy, working with partners to tackle serious violence and protect our communities.
- Commissioning vital services for victims, witnesses and perpetrators of crime to provide support to victims and help tackle reoffending.
- Developing and delivering safer transport so that everyone can feel safe using public transport in West Yorkshire.
- Delivering the key priorities from the Police and Crime Plan: keeping people safe; safer places and thriving communities; supporting victims and witnesses.



What success will look like:

Implement a Serious Violence Strategy

Developed our Serious Violence Strategy to tackle violence on our streets through early intervention, prevention, education and partnership work.

15

Retained 15 PCs and PCSOs to support safer travel for our passengers across the bus network.



Key achievements in 2024–25

- Launched the **Police and Crime Plan 2024–28**, with an associated plan on a page being distributed with our partners and the public to help communicate the plan.
- Funded three projects through our **Community Leaders Programme**, where young people in Calderdale learnt about conflict resolution, healthy relationships and the dangers of drugs and knife crime; 12 young people in Leeds were supported to host their own social care project; creative projects were led in Wakefield to help young people explore their emotions in a safe space.
- Awarded £1 million in grant funding through round seven of the **Mayor’s Safer Communities Fund**, supporting interventions that will help deliver the new Police and Crime Plan.
- Campaigned for **safer public spaces** and launched our safer parks guidance alongside the University of Leeds.
- Hosted a **Reclaim the Night** event in Huddersfield, empowering women in the region to stand up for safer public spaces.
- Launched the **Mayor’s Just Don’t campaign**, a viral campaign to tackle inappropriate behaviour and attitudes which received eight million views across our website and social media platforms.
- Supported the delivery of priorities in the **Safety of Women and Girls Strategy**, working in partnership with the five local authorities through £1 million from the UK Shared Prosperity Fund.
- Worked with the **Violence Reduction Partnership** to engage over 8,400 children and young people aged under 24 and 533 people aged 25 or over.
- Launched the **Women’s Safety Unit**, a first-of-its-kind dedicated unit created to deliver ambitions to keep women and girls safe.

2025–26 milestones

- Reviewing the **Safety of Women and Girls Strategy**, continuing to invest in the women of West Yorkshire through a dedicated Safety of Women and Girls Unit.
- Enhancing the partnership with West Yorkshire Police and the five local authorities on **child and adult safeguarding**.
- Bringing together key partners working in **domestic and sexual abuse services** across West Yorkshire to agree a plan of action to implement in the region.



Alison Lowe, Deputy Mayor for Policing and Crime



Mission driven, high performing, ambitious and value for money

To deliver against our ambitions we require strong internal governance controls, clear strategic direction, a skilled workforce, transparent accountability and decision-making and effective financial management. These foundations will be key to ensuring that we deliver good outcomes for the people of West Yorkshire.

Key priorities during 2024–28

- Securing greater devolution and an ambitious integrated settlement for the region, ensuring that we have the right controls in place across the organisation to maximise potential.
- Ensuring agility across the organisation to effectively deliver against our major programmes, as well as ensuring that the right skills and knowledge are in place to deliver Mass Transit, our Home Energy West Yorkshire programme and bus franchising.

- Creating the agility and culture needed to match the scale of the Combined Authority's ambition.
- Securing value for money, implementing new commercial methods to underpin investment and maximising the social value generated by the Combined Authority, including through procurement activity.
- Strengthening our partnerships across the region and through the White Rose Agreement to support growth and maximise the opportunities presented through devolution.
- Continuing to develop our Team West Yorkshire approach while building on already-strong partnerships with local businesses, providers and our communities.
- Strengthening our partnership with the voluntary and community sector, recognising the specialist support it can provide in driving positive outcomes for our residents.

Delivering growth in West Yorkshire



It is an exciting time for West Yorkshire. The English Devolution Bill, which will be enacted in 2026, will strengthen the role of the Combined Authority, with more decisions being devolved from Whitehall to West Yorkshire.

Devolution and the integrated settlement

This will include the introduction of a new devolution framework which will give us and our partners access to more policy levers, including greater powers over funding, transport, housing, planning and skills. This means we will have greater control over the things which make a real difference to delivering the outcomes we are trying to achieve for our communities, businesses and places.

Access to an integrated settlement from 2026 will be crucial in enabling us to deliver for West Yorkshire. This presents a significant shift in how funding is allocated, offering more agility, predictability and efficiency. It will allow for a bolder, more long-term financial strategy that leverages local knowledge to meet regional need.

Preparations are underway to ensure that we and our partners are able to deliver for the integrated settlement. A continued focus over 2025–26 will be to ensure that the right controls are in place to meet the Government’s readiness conditions.

West Yorkshire Local Growth Plan

In December 2024 we published the locally adopted Local Growth Plan for West Yorkshire. The Local Growth Plan was a Mayoral manifesto commitment and was developed in partnership with local authority partners, businesses, the voluntary and community sector and education institutions. It is a 10-year plan that will deliver sustainable change as part of a long-term, integrated investment in the region.

The Local Growth Plan sets out five priorities for West Yorkshire:

- Boosting the region’s fastest growing business sectors
- Supporting small and medium-sized businesses to grow and succeed
- Building a region of learning and creativity
- Creating a better-connected and integrated transport network
- Developing thriving places

As part of the English Devolution Bill, Local Growth Plans are to become a statutory requirement for Mayoral Combined Authority areas. Our early development and adoption of the locally-adopted Local Growth Plan means that we are on the front foot. Throughout the remainder of 2025 we will work with Government to ensure the West Yorkshire Local Growth Plan covers the required statutory elements.

We have already been working closely with Government to develop shared growth priorities, which represent the ambitions we will deliver together over the next decade.

Our shared priorities with Government are:

- **Skills and employment**
To transform the skills base, especially through technical qualifications, and reduce economic inactivity to enable residents to rejoin or increase participation in the workforce and support them into better employment opportunities.
- **Transport**
To improve public transport in key corridors of opportunity to ensure existing communities and new commercial and residential developments in the region are well-linked to growth opportunities. This will include a focus on connectivity between Leeds and Bradford, where the first Mass Transit route and rail station investment offer significant opportunity.
- **Housing and commercial development**
To increase business and housing density in key corridors of opportunity and spatial priority areas, to support regeneration, business growth and affordable housing with retrofit of existing homes at scale.

We will continue to work closely with Government to deliver on these shared priorities for growth.

Police and Crime Plan

The Police and Crime Plan 2024–28 seeks to deliver on the Government’s mission of halving knife crime in a decade.

Following extensive consultation with the public and partner organisations, the Plan focuses on three priorities:

- Keeping people safe
- Safer places and thriving communities
- Supporting victims and witnesses

It is underpinned by five topics which cut across all activities and influence our work in partnership, delivery and commissioning:

- Safety of women and girls
- Children and young people
- Reducing vulnerability
- Equity, diversity and inclusion

West Yorkshire Local Transport Plan

We are co-developing a new West Yorkshire Local Transport Plan with our local authority partners.

This will be the new statutory local transport plan for the region, replacing the Transport Strategy 2040 which was adopted in 2017. The Plan will explain why we need to change, what we’re going to change and how we’re going to do so. This is a key delivery mechanism for the Local Growth Plan and Climate and Environment Plan.

Climate and Environment Plan

The new Climate and Environment Plan 2025–28 builds on the strengths of the previous Plan, setting out our approach towards achieving net zero in the region by 2038 in an equitable and inclusive way.

We have established a new long-term framework which underpins a key mission of the West Yorkshire Plan – to create a sustainable West Yorkshire – by setting out five objectives which will help drive delivery and target interventions:

- Secure, cost effective, clean energy for all
- Reliable affordable, integrated zero-emission transport
- Climate resilient and nature-rich region
- Warm, comfortable, low-carbon homes
- Decarbonised businesses, good green jobs and skilled workforce



Delivering our ambitions

We have a number of significant projects to achieve in order to deliver real change in line with the Local Growth Plan and the West Yorkshire Plan.

During this Mayoral term we will focus on the following key projects to ensure we enable growth across the region:

- Securing devolution for the region by preparing for and implementing the changes required by the English Devolution Bill.
- Delivering on our two major transport commitments for West Yorkshire. Establishing a reliable and affordable bus network through bus franchising and providing a Mass Transit connection between Leeds and Bradford.
- Continuing the delivery of warm, sustainable and affordable houses through Home Energy West Yorkshire.
- Driving investment to accelerate delivery of the Local Growth Plan and developing programmes to support our identified priority sectors: digital and technology; financial and professional services; health and life sciences; advanced manufacturing and engineering; and creative industries.
- Improving population health and wellbeing and economic outcomes in West Yorkshire by strengthening our partnership with the health system. This will be delivered through the Health Trailblazer and the Health and Growth Accelerator, which are funded programmes awarded to the region in the Get Britain Working white paper. Both programmes are focused on improving population health outcomes and reducing economic inactivity due to ill health.



Equity, diversity and inclusion

Our vision is to embed equity, diversity and inclusion (EDI) in all we do to create better outcomes for all. Alongside the vision, we have a supporting EDI statement which underpins the importance of embedding EDI in all that we do. We celebrate the differences of all the people we serve, work with and employ. We hold ourselves to the highest standards in relation to EDI.

- We are also making progress against our Public Sector Equality Duty objectives and will continue to focus our efforts on:**
1. Championing EDI externally, delivering skills and business support and working closely with the Mayor’s Inclusivity Champion to add value across the region.
 2. Consulting and engaging with our people, communities and businesses to understand their diverse needs and ensure our services meet their needs.
 3. Making our workforce more representative, reflecting the diversity of West Yorkshire.

- We are continuing to deliver the organisational Equity, Diversity and Inclusion Plan 2022–25. During 2025–26, we will be shaping our new strategy for the remaining Mayoral term. Building upon the EDI Plan 2022–25, the document sets out the following targets for the future:**
- Achieve a reduction in both gender and ethnicity pay gaps by 2025, progressing to complete elimination by 2028.
 - Work to reflect the demographic diversity of West Yorkshire by 2030.

- Across 2024–25 we have championed EDI across the region by:**
- Achieve a reduction in both gender and ethnicity pay gaps by 2025, progressing to complete elimination by 2028.
 - Work to reflect the demographic diversity of West Yorkshire by 2030.
- Across 2024–25 we have championed EDI across the region by:**
- Founding the West Yorkshire Fair Work Charter and establishing a growing membership of West Yorkshire businesses. The Charter helps good businesses become great businesses by promoting and recognising the positive impact of fair work, including through fair pay, providing opportunity, security, wellbeing, fulfilment and a voice for employees.

- Establishing the Women of West Yorkshire network. Delivered as part of the Inclusivity Champion’s workplan, this is a growing forum for members to build relationships and discuss experiences of gender issues. The ambition is to create a region where women can achieve their potential and have access to job opportunities in inclusive places.
- Creating equity in work for the region, working to ensure that underrepresented groups are included within the workforce. Our Adult Skills team led a pilot project with West Yorkshire Police and skills providers last year, supporting women to stay out of the criminal justice system by offering employability, aspiration and confidence-building training.



Our finances

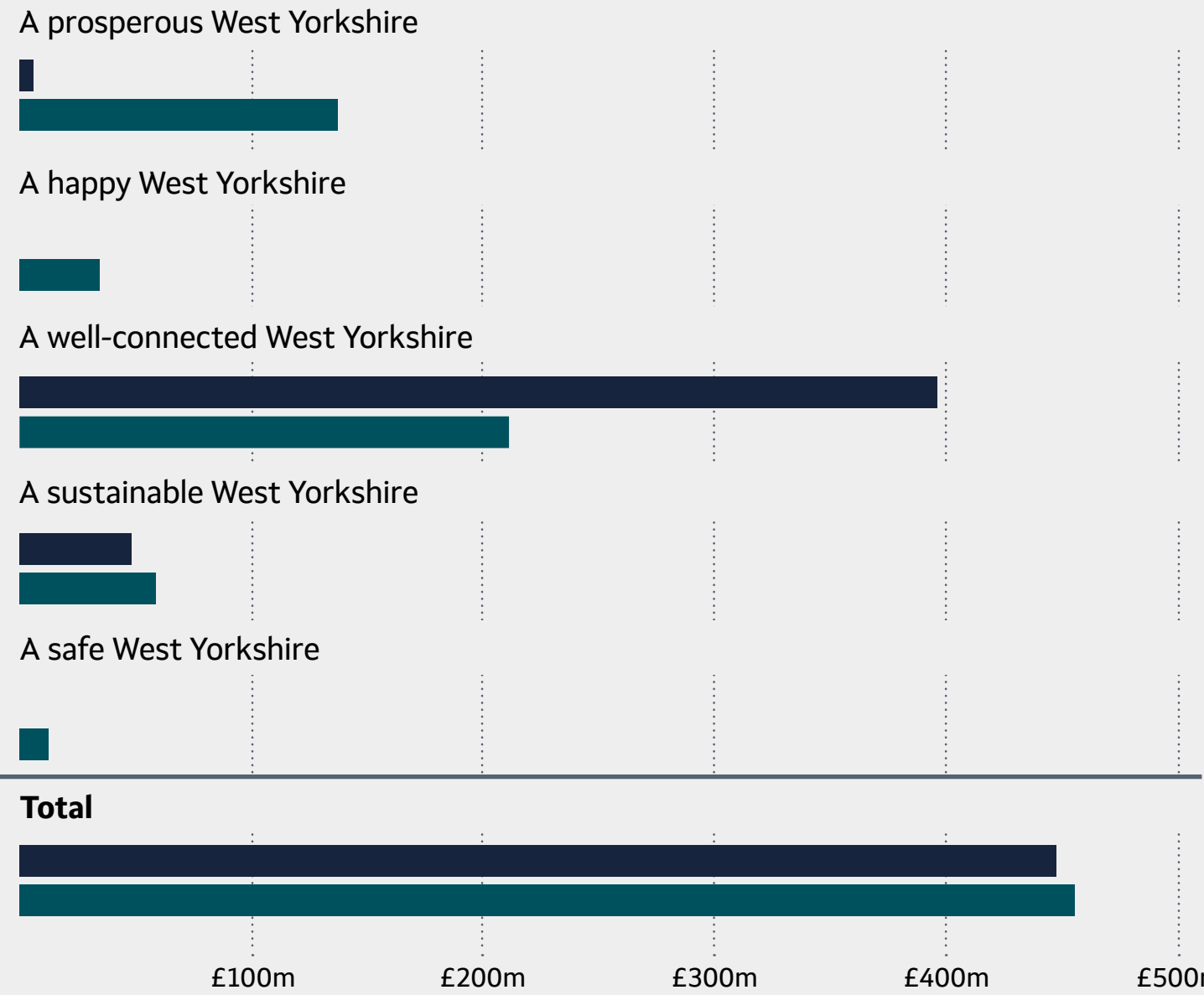
2025–26

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.

Where our funding comes from	
Government Funding	£623,181,802
Transport Levy	£92,198,000
Policing and Crime	£16,470,934
Other Funding	£170,426,296
Total Funding	£902,277,303

	Total Capital Expenditure	Total Revenue Expenditure
A prosperous West Yorkshire	£3,017,774	£137,048,571
A happy West Yorkshire	-	£34,385,051
A well-connected West Yorkshire	£396,807,285	£211,689,916
A sustainable West Yorkshire	£48,154,719	£58,684,169
A safe West Yorkshire	-	£12,489,546
Total	£447,979,778	£454,297,254

Please note the budget for West Yorkshire Police is not included within these figures.



Our leadership and governance

Mayor of West Yorkshire

Tracy Brabin was re-elected as Mayor of West Yorkshire in 2024.

She is a strong champion for the region and is supported by Alison Lowe OBE as Deputy Mayor for Policing and Crime, Mandy Ridyard as the Mayor’s Business Advisor and Fatima Khan-Shah as the Mayor’s Inclusivity Champion.

As Mayor, Tracy uses her devolved powers alongside the leaders of our five local authority partners 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 and international level, influencing Government decisions.

The Mayor also performs the functions of the Police and Crime Commissioner for West Yorkshire and is responsible for setting the police budget and holding the Chief Constable to account. The Mayor acts as the voice of the people, making the police force answerable to the communities it serves.

West Yorkshire Combined Authority

Delivering improved outcomes for West Yorkshire is led by the Combined Authority.

With the Mayor as its chair, the Combined Authority board brings together the five local authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield, together with the West Yorkshire Business Board and City of York Council.



The Combined Authority

Our work to deliver improved outcomes for the people of West Yorkshire is led by 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 West Yorkshire Business Board and City of York Council.

The Combined Authority

- Has a set of statutory duties for public transport, and operates a number of transport facilities and services.
- Provides business growth services, adult skills provision and careers advice in schools services.
- Delivers transport, housing and regeneration capital programmes.

2025–26 members



Tracy Brabin
Mayor of
West Yorkshire
(Chair)



**Councillor
James Lewis**
Leader, Leeds City
Council and Deputy
Mayor / Combined
Authority Deputy
Chair



**Councillor
Susan Hinchcliffe**
Leader,
Bradford Council



**Councillor
Jane Scullion**
Leader,
Calderdale Council



**Councillor
Carole Pattison**
Leader,
Kirklees Council



**Councillor
Denise Jeffery**
Leader,
Wakefield Council



**Councillor
Barry Anderson**
Chair of Scrutiny
Committee



**Councillor
Alan Lamb**
Leeds, Conservative
Political Balance
Member



**Councillor
Sue Holdsworth**
Calderdale, Liberal
Democrat Political
Balance Member



Mandy Ridyard
Mayor's Business
Advisor,
West Yorkshire
Business Board



**Councillor
Claire Douglas**
Leader, City of York,
Non-constituent
member



**Councillor
Martin Love**
Bradford Council

West Yorkshire Business Board

The West Yorkshire Business Board (WYBB), which has replaced the Leeds City Region Enterprise (LEP) Board, is led by a private sector chair and brings together the leaders across the business, council, academic and voluntary and community sector.

Private Sector Representatives

- Mandy Ridyard** (Chair)
Mayor’s Business Advisor,
Produmax Ltd
- Jane Atkinson CBE**
Enfinium UK Ltd
- Fara Butt**
Shire Beds
- Nicky Chance-Thompson MBE**
Piece Hall
- Prof Shirley Congdon**
Vice-Chancellor and CEO,
University of Bradford
- Aaron Holt**
Holdson Ltd
- Asma Iqbal**
Chadwick Lawrence LLP
(Board Diversity Champion)
- Lisa Johnson**
Starship Technologies
- Annette Joseph MBE**
Diverse & Equal
- Sherin Mathew**
AI Tech UK

- Richard Paxman**
Paxman Scalp Cooling
- Kamran Rashid**
The Socially Conscious Company
- Natalie Sykes**
James Wilby Ltd
- Kully Thiarai**
Creative Director and CEO,
Leeds 2023

Advisory Representatives

- Elizabeth Bennington**
Department for Business and Trade
- Beckie Hart**
Confederation of British Industry
- Martin Hathaway**
Mid-Yorkshire Chamber of Commerce
- James Mason**
West and North Yorkshire
Chamber of Commerce
- Barney Mynott**
Advisory Representative,
Federation of Small Businesses

Combined Authority

- Mayor Tracy Brabin**
Mayor of West Yorkshire
- Councillor Susan Hinchcliffe**
Leader, Bradford Council
- Councillor Jane Scullion**
Leader, Calderdale Council
- Councillor Carole Pattison**
Leader, Kirklees Council
- Councillor James Lewis**
Leader, Leeds City Council
- Councillor Denise Jeffery**
Wakefield Council
- Councillor Claire Douglas**
City of York Council



Committees

Each decision-making committee is responsible for overseeing a specific policy area. Membership includes Combined Authority members, local authority members, private sector and advisory representatives.

Economy Committee

Chair, Cllr James Lewis

Climate, Energy and Environment Committee

Chair, Cllr Jane Scullion

Culture, Heritage and Sport Committee

Chair, Mayor Tracy Brabin

Place, Regeneration and Housing Committee

Chair, Cllr Denise Jeffery

Finance, Resources and Corporate Committee

Chair, Mayor Tracy Brabin

Governance and Audit Committee

Chair, Independent Member, Debbie Simpson

Scrutiny Committee

Chair, Cllr Barry Anderson

Transport Committee

Chair, Cllr Susan Hinchcliffe

Senior Leadership Team

The senior leadership team of officers is appointed by the members of the Combined Authority board.

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 Combined Authority is headed by the Chief Executive, with each of the Directors having clearly defined areas of responsibility.

Statutory posts



Ben Still
Chief Executive



Kate Taylor
Director of Finance and Commercial Services



Nikki Deol
Assistant Director of Legal, Governance and Compliance

Executive Director



Simon Warburton
Executive Director of Transport

Directors



Sarah Eaton
Director of Strategy, Communications, and Intelligence



Felix Kumi-Ampofo
Director of Inclusive Economy, Skills and Culture



Liz Hunter
Director of Policing, Environment and Place



Mike Birch
Director of Mass Transit



Simon Pope
Director of Transport Capital Programmes

Assistant and Associate Directors



Jo Dent
Assistant Director of People and Transformation



Jennifer Connolly
Associate Director of Public Health (in partnership with NHS)

West Yorkshire Combined Authority

Wellington House

40-50 Wellington Street

Leeds

West Yorkshire

LS1 2DE

[westyorks-ca.gov.uk](https://www.westyorks-ca.gov.uk)



**West
Yorkshire
Combined
Authority**

**Tracy
Brabin
Mayor of
West Yorkshire**