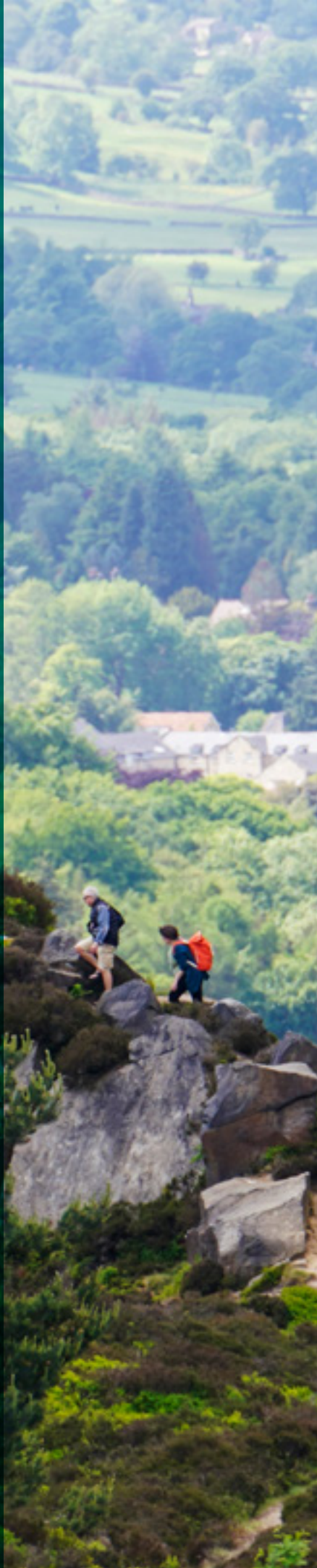




West
Yorkshire
Combined
Authority

Tracy
Brabin
Mayor of
West Yorkshire

Corporate Plan 2026–27



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Mayor's foreword

Deliver, deliver, deliver. That's what I promised when I was re-elected in 2024. And it's what this Corporate Plan continues to do over the next two years.

The English Devolution and Community Empowerment Act gives us more powers and greater autonomy to make decisions for our people and communities. We are already proving that devolution is working for West Yorkshire, and these changes place us in a stronger position than ever to drive forward our vision.

The first Weaver Network buses will be on our roads in May 2027 – the first part of our new integrated transport system. It will be the culmination of six years of work on our bus franchising programme, and we will be focused on delivering a better service for passengers. We will continue to make progress on our case for a mass transit system, and we will drive forward the next stage of our Local Growth Plan.

In this plan, we set out how we will build **more affordable homes**, support **40,000 people** to retrain or upskill through our Adult Skills programmes and **transform support** for

local businesses through our new Business Growth Hub.

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 Serious Violence Strategy, and we will continue our efforts to make our region safer for women and girls.

Our new Integrated Single Settlement will support all of this – a single pot of devolved funding which we can use to address our region's challenges and unlock its unique opportunities.

We have a bold vision for the future and to deliver it, we must embrace change. 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 are rising to this challenge and as we look to the next 12 months, with our partners, we will continue to **deliver, deliver, deliver.**

Tracy Brabin
Mayor of West Yorkshire



Chief Executive's foreword

West Yorkshire Combined Authority celebrated its 10th Anniversary earlier this year. Over the last ten years we have made great progress, delivering new railway stations, supporting thousands of people into work, and supporting businesses across the region to grow.

The growth in our organisation in that period has been significant. Our budget for the next 12 months stands at £1.2 billion, with the region benefiting from our status as an Established Mayoral Strategic Authority.

The year ahead will be full of changes and opportunities for the Combined Authority – an important chance to use our new powers, funding and relationships to forge the future we have envisioned for our region.

Our key priorities will include:

- Embedding our new **Integrated Settlement and Framework**, with a focus on the delivery targets now agreed with the Government.
- Preparing for the final stages and delivery of our **Bus Franchising programme**, with the first **Weaver Network** buses set to be on our streets from May 2027
- Promoting and developing our **Business Growth Hub**, which launched in June 2026. This hub will transform the way we support businesses in West Yorkshire and gives business owners clearer pathways to access funding and advice
- Strengthening **Employment and Skills** support across West Yorkshire – including continuing our successful Healthy Working Life programme to get more people back into work
- Preparing for the **new powers** that will come to us as a Strategic Authority – including those across in health and wellbeing, public safety, and fire and rescue functions (from 2028)

- **Shaping major Regeneration and Place Making Programmes** – including housing and employment programmes and the West Yorkshire Investment Zone
- Progressing the **Mass Transit Programme** – focused on delivering the Strategic Outline Business Case and continuing to support economic and sustainable growth

To achieve all of this, we must maintain close working relationship with our constituent local authorities. Our focus remains on delivering improvements for the people who live in the towns, cities and villages across our region, creating a brighter West Yorkshire that works for all.

Ben Still
Chief Executive
West Yorkshire Combined Authority

Our vision for West Yorkshire

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

Our shared West Yorkshire Plan sets the direction, driving delivery across the region to better lives and communities. The Plan is built around five missions, each driving large scale growth.



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

Areas of focus

To support our long-term vision and mission, we are working on a four-year corporate planning cycle that aligns with the mayoral term.

Over the next two years we will continue to build on our strong delivery and performance to date to ensure that maximum impact is delivered for the people and places of West Yorkshire.

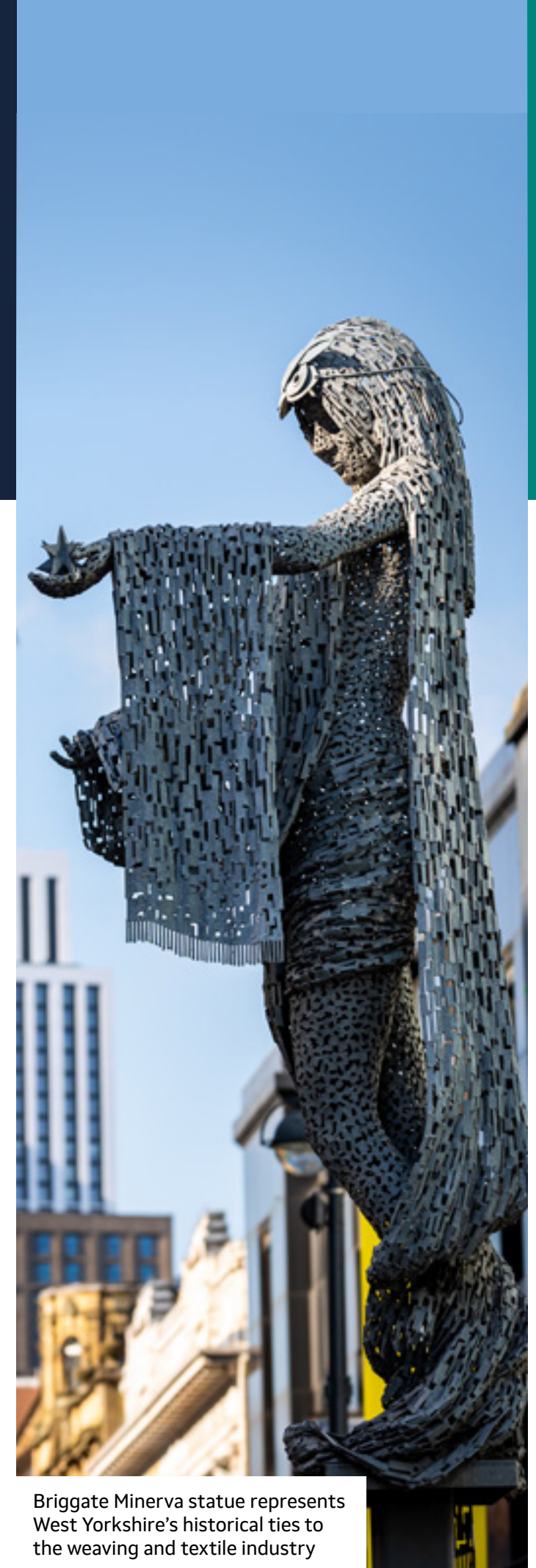
This Corporate Plan outlines planned activity against our corporate priorities between April 2026 and March 2027.

Our key areas of delivery for this year, which are set out below, demonstrate our ambition and plan for large-scale growth across West Yorkshire.

- **Implementing the Integrated Settlement and Outcomes Framework**, ensuring it becomes fully embedded from the start of the year to strengthen how we plan, prioritise and deliver across the region.
- **Introducing bus franchising**, including the acquisition and mobilisation of assets, to create a more integrated, reliable and passenger focused public transport network.

- **Establishing a new operating model for business growth and support**, providing clearer pathways for businesses to scale, innovate and contribute to the region's economy.
- **Prioritising skills investment to meets the needs of our economy and residents**, including implementing new activity in skills capital and targeted employment programmes, following the launch of a new Region of Learning and Creativity Strategy.
- **Improving prospects for young people**, working with local and national government to pilot approaches to reducing the number of young people not in education, employment or training (NEETs) and youth unemployment including through the re-shaping of the WY Careers Hub.
- **Implementing new powers from the Devolution Act**, enabling the Combined Authority to take forward and have a strategic role in work across nine areas of competency.
- **Shaping major regeneration and place-making programmes**, including large scale and flagship schemes where the Combined Authority is the principal funder, landowner or strategic partner, to drive growth, deliver new housing, and support economic development.

- **Progressing the Mass Transit Programme**, including the submission of the revised Strategic Outline Business Case that demonstrates how a modern, accessible mass transit system will support economic and sustainable growth, improve regional connectivity and strengthen the case for investment.
- **Assessing progress against our core strategies**, including the Integrated Settlement, Local Growth Plan, Local Transport Plan and the Police and Crime Plan to ensure policies are on track and driving the intended outcomes.
- **Developing our workforce**, including investing in our people, so they feel valued and empowered to make a difference, supported by clear workforce planning and a new Resource and Talent Strategy.
- **Continuing to deliver against our long-term missions**, working with partners to build a more prosperous, sustainable, connected, safe and happy West Yorkshire.



Briggate Minerva statue represents West Yorkshire's historical ties to the weaving and textile industry

Building on our successes

We have a strong track record of delivery and impact and over the financial year we have:

Prosperous

- Supported **606** businesses to create the conditions to generate their talent pipeline within their organisations.
- Enabled and supported **5,287** people to access employment.
- Supported **43,766** individuals to gain new skills or retrain.
- Enabled **370** apprentices to maximise their potential.
- Enabled **109** businesses to decarbonise saving **613.7** tonnes of carbon.
- Supported **5,310** people to have healthy working lives.
- Secured **314** Fair Work Charter members.
- Supported **61,000** individuals through the Mayor's Cost of Living Fund.

Happy

- Enabled 5,000 new homes to be built.
- Supported all 15 West Yorkshire housing provider members to adopt and deliver dementia-ready policies.
- Supported 725 creative organisations, businesses and freelancers to boost the creative industries.
- Engaged 200 schools and 60,000 young people in Poetry Week.
- Provided 44 primary schools with library books.
- Engaged over 1,200 members in the Women of West Yorkshire network.
- Supported Bradford 2025 UK City of Culture attended by over 3 million people.
- Worked with over 200 organisations through the Local Visitor Economy Partnership.

Well-connected

- Invested £4.26 million in bus services across the region.
- Made 82 million passenger journeys more affordable through the Mayor's Fares scheme.
- Invested £10.94 million in under-19 travel, facilitating 27 million bus journeys.
- Delivered three super bus schemes.
- Installed 353 bus stops with new real time information displays.
- Delivered 102 new or improved bus shelters.
- Consulted 16,370 people on our transport plans.



Sustainable

- Retrofitted 1,670 social homes.
- Fitted 72 homes with solar equipment.
- Procured 193 zero emission buses.
- Delivered 20 new bus priority junctions.
- Improved or created 62 pedestrian crossings.
- Delivered 60km of new or improved pedestrian and cycle routes.
- Installed 116 new pedestrian crossings.

Safe

- Retrieved £4.4 million from criminals to fund 461 community projects since 2021, with £1.4 million, 103 community projects funded in this financial year.
- Supported 55,000 victims and survivors.
- Delivered five Reclaim the Night events to promote the safety of women and girls.
- Funded interventions that have reached 16,519 young people aged 24 and under, 969 people aged 25 and over through Violence Reduction Partnership (VRP) interventions alongside training 1,041 professionals.
- Piloted multi-agency Young Futures Panels in four areas of West Yorkshire to identify children aged 10-17 with unmet needs and increased vulnerability to prevent them from being drawn into violence.
- Referred 425 children into the newly established Young Futures Panels since October 2025.



A prosperous West Yorkshire

– an inclusive economy with well paid jobs

Our four-year plan 2024–28

Our focus over the four-year period of this Plan will be on the following priorities:

- 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.



Business people networking at Climb the festival of Innovation, Industry and investment, Leeds



Our targets for success 2024–28

By 2028 we will have:

- Supported **5,000 people** each year to access employment / self-employment.
- Supported **44,120 adults** each year to upskill and/or re-train.
- Facilitated **200 apprentices** each year to maximise their potential.
- Engaged **500 businesses** each year to create the conditions to generate a talent pipeline within their organisations.
- Delivered support to **5,000 people** with health conditions each year to, into or within work for each year the Work and Health Plan is funded.
- Provided support to **3000 businesses** each year through West Yorkshire Interventions.
- Secured **3,000 business members** of the Fair Work Charter.
- Enabled **800 businesses** to decarbonise saving 2,000 tCO2e of greenhouse gas emissions.
- Supported **20,000 residents** per year with crisis support and/or to build resilience through the second Mayor’s Cost of Living Fund.

What we will achieve in 2026–27



Over the next 12 months we will:

- Support **22** businesses to improve productivity and turnover.
- Delivered interventions in priority sectors* resulting in **120** full-time equivalent jobs.
- Support **57** businesses to improve their ways of working.
- Increase floorspace in buildings for business, creative organisations and learning institutions as a result of regeneration by the Combined Authority through partnership working.
- Support **703** people (20.4% of total people supported through employment programme) to start to gain their first paid employment.
- Support **328** people (9.5% of out-of-work supported employment participants) to achieve attainable and flexible employment.
- Deliver **590** construction course completions.

* Financial and Professional Services, Digital and Technology, Advance Manufacturing, Healthtech and Lifesciences, Green Economy and Creative Industries

- Support **450** funded learners to achieve a Level 3+ qualification for the first time.
- Support **150** people (4.4% of out-of-work supported employment participants) to achieve a higher threshold job outcome.
- Support **248** people (40.9% share of in-work retention supported employment participants) to achieve a higher threshold job outcome.



Image credit Business Disability Forum



A happy West Yorkshire

– great places and healthy communities

Our four-year plan 2024–28

Our focus over the four-year period of this Plan will be on the following priorities:

- 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.



A family enjoying a day out, sat outside Wakefield Cathedral

Our targets for success 2024–28

By 2028 we will have:

- Provided international trade support to **300 businesses**.
- Ensured that all **15 West Yorkshire Housing Provider members** have adopted dementia ready policies and are trained to deliver our policy.
- Supported **725 creative organisations**, businesses and freelancers per year with interventions including additional government investment, as one of six Creative Industries priority places.
- Engaged **200 schools** and **60,000 young people** in poetry week each year and rolled out an equivalent programme for sculpture.
- Engaged 200 private sector organisations in the Local Visitor Economy Partnership.

What we will achieve in 2026–27



Over the next 12 months we will:

- Deliver **207** new homes (measured via contracts agreed).
- Install retrofit measures in **1,600** homes.
- Implement a coordinated strategic approach to tackling homelessness and increasing good quality supported housing supply across the region.



Young Poet Laureate's Mural at Bruntwood SciTech, Leeds

A well-connected West Yorkshire – a strong transport system

Our four-year plan 2024–28

Our focus over the four-year period of this Plan will be on the following priorities:

- Delivering our Bus Franchising programme, bringing buses back into public control ensuring they meet the needs of our communities.
- Developing plans for our Mass Transit programme, with a focus on our priority routes.
- 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.
- Implementing our statutory Local Transport Plan, setting out our transport priorities until 2036.
- Continuing to champion the provision of affordable, accessible and reliable public transport, keeping communities connected.



A first look at the Weaver Network bus livery in Leeds City Square



Our targets for success 2024–28

By 2028 we will have:

- Established **six strategic bus depots** across the region to support our bus franchised network and developed a new depot in Wakefield.
- Facilitated **120,000 visits**, representing the full diversity of our communities, to the mass transit consultation web page.
- Obtained at least **5,000 completed mass transit** consultation surveys.
- Invested **over £3 million** to improve existing bus services.
- Delivered **£88.6 million investment** to support Mayor Fares to ensure that bus travel remains affordable in West Yorkshire (with further investments to be added).
- Started operating 33 new access buses, providing door-to-door travel assistance for people who encounter difficulties using standard bus services.
- Installed **550 bus stops** with new **real time displays** to support our wider commitment to the availability of timely timetable information.

What we will achieve in 2026–27



Over the next 12 months we will:

- Increase public transport connectivity score to key services (education, health, workplaces).
- Increase bus patronage by **400,000** journeys.
- Ensure that **84.72%** of buses are departing from stops no more than one minute early, and no more than five minutes 59 seconds late, across all routes.
- Increase the proportion of journeys made by bus or rail by **6.1%**.
- Increase bus reliability, with **only 3.1%** of journeys cancelled.
- Ensure that **79.5%** of all bus passengers are very and fairly satisfied with their bus journey.
- Ensure that **78.5%** total of disabled passengers are very and fairly satisfied with bus journey.

- Deliver and ensure our new AccessBus fleet is operational during 2026-27.
- Deliver bus services through contracts that cover at least **9 million** miles each year.
- Ensure that **less than 20.7%** of smaller council roads are categorised as requiring maintenance by March 2027.



Mayor Tracy Brabin with a commuter at the new Weaver Network bus stop in Chapel Allerton, Leeds

A sustainable West Yorkshire – making lives greener

Our four-year plan 2024–28

Our focus over the four-year period of this Plan will be on the following priorities:

- 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.



Electric Vehicle charging at Stourton Park and Ride



Our targets for success 2024–28

By 2028 we will have:

- Retrofitted over **8,900 social homes** with an additional 1,500 social homes fitted with social PV and battery storage.
- Registered habitat bank sites in four local authorities, providing developers in the region a viable alternative option for delivering their environmental obligations.
- Delivered **193 zero emissions buses**.
- Delivered **64** of new bus priority junctions and **14km** of new or improved bus lanes.
- Secured **2,000 public electric vehicle charging points** across the region.
- Delivered **160km** of new or improved pedestrian and cycle routes, with **340** new pedestrian crossings.

What we will achieve in 2026–27



Over the next 12 months we will:

- Lead the development and implementation of the Local Nature Recovery Strategy.
- Increase the average number of walking, wheeling and cycling journeys per person per year.
- Deliver compliant or improved active travel routes.
- Reduce number of NO2 roadside monitoring sites in excess of the statutory concentration limit.
- Estimate annual transport carbon impacts to 2050, disaggregated by user emissions.
- Estimate annual transport carbon impacts to 2050, disaggregated by infrastructure carbon emissions.
- Provide **2,700** government-subsidised Electric Vehicle supply equipment and charging devices, including pavement channels, on local authority-controlled land.
- Deliver **193** zero emission buses.



National award winning Norfolk Gardens Walking and Cycle scheme



A safe West Yorkshire

– a region where all can flourish

Our four-year plan 2024–28

Our focus over the four-year period of this Plan will be on the following priorities:

- 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 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.
- Delivering the 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.



Security Staff assisting a member of the public at Leeds Bus Station

Our targets for success 2024–28

By 2028 we will have:

- Piloted and commissioned pilot activities across the region to reduce crime and increase safety.
- Continued support for grassroots projects support by the Mayor’s Safer Communities Fund and People’s Fund.
- Proportion of residents who indicate trust and confidence in policing.

What we will achieve in 2026–27



Over the next 12 months we will:

- Invest **£4.7 million** of funding to 31 organisations delivering 58 different support services for victims and survivors and their families.
- Enable support to **55,000** victims and survivors.
- Ensure a minimum of **2,000** residents respond to the Policing and Crime Your Views survey.
- Reduce the number of road casualties killed or seriously injured (KSI) in line with our straight-line trajectory to meet a **50%** reduction by 2030.
- Reduce the number of child road casualties killed or seriously injured in line with the targets set within the Vision Zero Strategy.
- Invest **£870,000** through the Peoples Fund and the Mayor's Safer Communities Fund 2026–27 to support delivery of additional community projects.
- Invest approximately **£3 million** in interventions through the Violence Reduction Partnership to prevent children and young people being drawn into violence and exploitation.

- Ensure that **81.5%** of passengers are satisfied with personal security on the bus.
- Expand Young Futures Panels into a fifth district, providing tailored early intervention for children aged 10-17 to address their unmet needs.
- Launch a new service directory through the Violence Reduction Partnership to map provision for children and young people across West Yorkshire.



Vision Zero Junior Road Safety Team at Horton Grange Primary School, Bradford



The beautiful words of Lemn Sissay OBE adorn the University of Huddersfield Creative Arts Building

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.

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.

The Mayor 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

The Combined Authority has tri-executive governance arrangements in place with the Combined Authority Board supported by the Weaver Board and the Investment Board.

The Combined Authority has two statutory committees – Scrutiny and Governance and Audit – and a number of advisory forums.

Further details of our governance arrangements and appointments to our boards and committees are subject to approval at our Annual General Meeting in June 2026. Further details will follow shortly.



West Yorkshire Combined Authority

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**West
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